

SOCIAL SCIENCES

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# PUBLIC RELATIONS JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA



*Plant visit . . .*

MARCH  
1952

VOL. VIII—NO. 3

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### COVER PHOTO

Three Cincinnati Business-Industry Education Day guests look on as Edward A. Foy, Vice President of a local paint manufacturing concern, explains the device that presses lids on paint cans. Like many other Cincinnati Companies, Foy believes that B-I-E Day is a very practical way to demonstrate American enterprise at work. (Story on page 11).

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## NOTED IN BRIEF . . .

• As one of America's leading authorities on labor public relations, Martin Dodge has some things to say about the position of organized labor in a political campaign of national dimensions. How labor acts in the 1952 campaign may have some far-reaching effects for labor, and for all of us.

• Where does public relations fit in the production costs picture? J. Vance Babb discusses this important ingredient in the makeup of management's expense schedules—just as it must evaluate sales and development expenses as related to profit.

• Consulting economists play a new role of specialization that helps prepare businessmen for national committee and Congressional hearings. Myron W. Watkins tells the story of how facts and statistics must play a key part in presentations that business makes to government.

• PRSA's Commission on the Social Sciences outlines for readers some of the problems of approach to the big question of what the social scientists are currently doing that has practical implications and application to today's PR practice, and what the Society's Commission is doing to try to find out.

• With national interest increasing in Business-Industry-Education Day, readers will find pertinence in some of the reactions and conclusions drawn by PR people active in the program participation at the Cincinnati Chamber of Commerce.

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Published monthly, copyright 1952 by the Public Relations Society of America, Inc., at 2 West 46th Street, New York 36, N. Y., Robert L. Bliss, Executive Vice President. Of the amount paid as dues by members of the Society, \$5.00 is for a year's subscription for the *Public Relations Journal*. Reentered as second class matter October 20, 1950, at the post office at New York, N. Y., under the act of March 3, 1879. Subscription rates: \$5.00 a year; foreign \$6.00. Single copy 50c.

March, 1952

# PR JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA  
2 West 46th Street • New York 36, New York • Circle 6-0742

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## Growing Up

LATE LAST MONTH the Public Relations Society of America moved to new offices in a modern business building at 2 West 46th Street, New York. The move was necessary for reasons of space and growth. It was also significant in many ways.

When PRSA was formed in 1948 as a merger of the two older organizations—The American Council of Public Relations and the National Association of Public Relations Counsel—it possessed a hotel “back-room” national headquarters, a staff of two people, some files, a small magazine, and a tremendous determination. Six chapters and less than six hundred members composed the Society.

Today, PRSA as one of the leading public relations organizations in the world, has more than 1200 members, and 18 chapters ranging from Boston to Hawaii. Members are resident in 42 U. S. states and territories and 8 foreign countries. JOURNAL readers may be found throughout the United States and its possessions, plus 27 foreign countries. The Society’s 15 standing committees embrace all important facets of professional activity and its development. The national headquarters has added services to Society members and to the business community that were not possible four short years ago. The staff now numbers five people and the headquarters has become a leading world focal point for our craft.

So, last month’s move was necessary as a result of orderly growth.

We’ve come a long way—and *we have a long way yet to go!*

## PR Thinking Takes Hold

THE RECENT ARTICLES on modern American management practices and attitudes in *The Saturday Evening Post* and *Saturday Review* have caused a lot of interesting comment. They show to what a remarkable extent sound public relations thinking, which as little as fifteen years ago was still struggling hard for expression, has taken hold.

The *Post* piece, by Peter Drucker, appeared on

January 19, and was entitled “Look What’s Happened to Us.” It quotes a surprised Frenchman as saying “This is worse than socialism,” when he saw evidence that a large steel company had placed the welfare of the country ahead of its own advantage.

It shows how greatly real wages have risen in the past 50 years; how one in 10 persons in the United States is a stockholder; how our labor relations, in the hands of skilled professional people, is a model for the world; how the concept of the mass market has permitted astonishing expansion of industry and opulence for working people.

The *Saturday Review* article, also published January 19, says “In 1952 the U.S. executive is a key world figure as he manages the vast American industrial and mercantile plant, itself a bulwark of democracy and an incalculable force for freedom.”

Noting all this, the *Boston Herald* recently commented editorially that “We are a capitalistic nation—but the revolution going on in American business is proving that capitalism and democracy need not be odd bedfellows, that capitalism can be enlightened, humane and do more for the health and happiness of the free individual than any other system in existence today.”

Just what PR has been preaching all along!

## Song of the Release

Conceived was I one golden night  
In frontal lobe of PR wight:  
Four pages long was I, and good,  
Incarnate via Underwood.

Rewritten by Vice President,  
Corrected then by Management,  
Souped up by order from On High,  
Toned down beneath the legal eye.

To City Desk at last I went  
A wondrous, ponderous document;  
O sad my lot; O woe my fate:  
One paragraph, page 38.

# Labor's political PR

*"The forthcoming presidential contest will probably not finally set the pitch for labor's political future—but it may develop important evidence. . . . How labor behaves politically in the year 1952—the techniques it employs, the new devices it invents, the media that it selects to sway the public, and how these pan out in practice—will offer a lesson, if not a revelation to PR people. In the end it may have a good deal to do with the kind of world we live in. . . ."*

By Martin Dodge

Dodge & Mugridge

COURTING THE FAVOR of 60 to 70 million registered voters will be one of the major public relations projects of 1952. In this free competition for men's minds—the freest that still exists on this earth—one of the important competitors will be organized labor. The forthcoming presidential contest will probably not finally set the pitch for labor's political future—that is, whether it will go permanently political, or go back to pork-chops, where it has usually been—but it may develop important evidence. The election campaigns of the Roosevelt-Truman era have not, contrary to popular assumption, established labor's unerring aptitude for politics.

What happens during the coming months will deserve careful watching, for it is a question of whether traditional American unionism can become a socio-political movement without changing not only its own basic character but, more important, the character of the whole American scene. How labor behaves politically in the year 1952, the techniques it employs, the new devices it invents, the media that it selects to sway the public, and how these pan out in practice—all of this will offer a lesson, if not a revelation, to PR people. In the end it may have a good deal to do with the kind of world we live in.

European labor has always been political. American labor has only tried to be. In its earlier history it consistently faltered—the efforts of DeLeon, Debbs and John Fitzpatrick, in the late nineteenth century, were largely abortive. And it cannot be said of more recent history that Hillman, Kroll or Keenan found a sure-fire formula. In the year

of labor's most flamboyant political activity, under Sidney Hillman's leadership in 1944, it polled a smaller percentage of the wage-earner vote for FDR than the President had received in any of his former elections. In fact the labor-supported candidate for president has done less well in terms of the wage-earner vote each time since labor formally entered the political arena in 1936. And the labor-supported senatorial candidate in Ohio did very badly indeed against Senator Taft, labor's betenoire, in the 1950 contest, although union leaders announced that this was to be a demonstration of what they could really do when they tried. It is notable that although the process of advancing one's self to the top of a union and then staying there is essentially political, the people who seem able to do it have not so far been very successful in applying their talents to the field of politics proper.

The results however have not caused any lessening of the beating of the drums for 1952. "Give a Dollar to PAC" runs currently through all the CIO

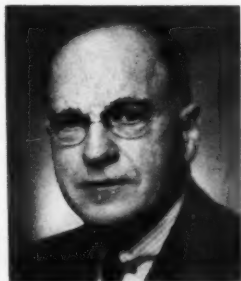
papers, and Labor's League for Political Education, AFL's political agency, launched its own dollar-per-member drive at the turn of the year. Although many members will not contribute to either of these drives, a large sum of money will be raised.

## How labor got into politics

The AFL says that the Taft-Hartley Act forced it into politics. That is the way it rationalizes its abandonment of Compers' dictum, reward your friends, defeat your enemies. "We did not relish the idea of getting into the political ring," says James L. McDevitt, Keenan's successor as director of LLPE, "but circumstances left us no choice." Although McDevitt does not mention it, one of the most important circumstances was the fact that its principal rival, CIO, was already in the ring. And although the CIO would claim that organized labor ought naturally to be in politics, the basic reason why it is there and the most compelling reason that it will stay, if that turns out to be the case, is that *government is in labor*. Senator Wagner put it there in a big way. Taft and Hartley did something to rearrange the relationship. But the New Deal and Fair Deal have administratively extended the government's jurisdiction so that many basic labor policies are now fixed in Washington. It is inevitable that labor should want to have friends in court.

How to get them there is the problem. Labor believes that it has learned a lot about electioneering during its brief apprenticeship. The AFL is convinced, for instance, that elections are not won by ballyhoo. Hillman's Hollywood campaign pretty well proved that eight years ago. In the last presidential campaign LLPE sent out a manual to 100,000 AFL workers throughout the country in which it stated:—

"Elections are won in the precinct.



Martin Dodge records in the above article observations which are supported by his personal experiences as a partner of Dodge & Mugridge, a consulting firm which in its practice combines labor and public relations. His interest in these matters dates from the nineteen twenties when he organized the Industrial Relations Department of the New York Merchants' Association (now Commerce & Industry Association) and helped found the American Management Association. Other articles by PRSA member Dodge have from time to time appeared in the *Journal*, and his book, *Know Your Isms*, was reviewed in the December, 1950, issue.

All the leaflets, all the radio broadcasts, all the money, and all the mass meetings in the world are just so much fluff unless they rest on the foundation of a flesh and blood organization in every precinct."

A special PAC kit of materials sent out in 1948 to CIO workers featured this directive:—

"Political organization and the election of progressive representatives go hand in hand. Political organization starts at the neighborhood block level. Consistent practical methods of work must be adopted. Social and economic issues must be clearly defined. Here is the material that explains the issues. Here is the material that will help you turn out the vote. More is being prepared. Put these publications to work. Now!"

With one or two exceptions there was nothing in this kit more than four pages long and most of the material was only a page or two. All of it was down to earth. Typical is the folder, *How We Win Back Workers*. The block worker is described as "the basic unit in labor's political action organization." To the union member who says, "Aw, I'm not interested in politics," this folder says, "Brother we're in politics whether we like it or not. . . . Politics is the day-to-day operation of democracy. . . . Politics is the bread we eat, the clothes we wear, the house we live in, the taxes we pay, the laws we obey. . . . That's democracy. That's politics."

When the votes were counted in '48, PAC got out a special edition of its *Newsletter*. It began with these words, "The people took back control of the United States on November 2." It then added this quotation from the Chairman of the Democratic National Committee, "This marks a tremendous victory for American labor, for the organized political effort of American labor much credit must be given."

There will long be debate about what exactly it was that won the election for Truman, but many will agree with Chairman McGrath that labor had a lot to do with it. The facts indicate that labor's influence was due to its local grass-roots activities rather than to dictation from the top. John L. Lewis has demonstrated that with no more than a nod he can call 400,000 miners off their jobs, but he was not able to swing the CIO to Willkie in 1940 and

he has great difficulty in electing his man to political office, even in areas where miners outnumber other segments of the population.

This is not just a peculiarity of the miners or Lewis. The CIO tried valiantly to elect Richard Frankenstein mayor of Detroit in 1945. Although Frankenstein, a well educated Episcopalian who had enjoyed much prominence as a top official of the United Automobile Workers, ran against a relatively weak opponent, he lost despite the huge UAW vote that was cast in the election. It was apparent that many union members voted against the CIO candidate. Regarding this event the Mobile, Alabama, *Labor Journal* made the significant comment that "The CIO-PAC was a millstone around the neck of Frankenstein. People fear pressure politics no matter from whence they come." Lewis himself admitted the futility of dictatorial methods when he wrote in the October, 1927, issue of the *United Mine Worker*, "Organized labor can't win unless it studies how the professionals do it and then proceeds to go them one better." A few months later, during the 1948 campaign, a labor paper representing the CIO Marine & Shipbuilding Workers commented, "Labor leaders cannot and do not 'deliver' the votes of labor. The men who really deliver the labor vote are the political job holders."

#### Political independence

Though PAC contends that politics is life, the rank-and-filer appears still to

make a distinction between his economic and political ego. The native American is doubtless governed by his heritage of personal independence. The foreign born worker perhaps feels that acquiring this independence was one of the reasons for his coming to America and he does not propose to let it be taken away from him.

Recognition of this condition helped to change things in 1948, though a lapse into pressure tactics probably contributed to labor's severe defeat in the Ohio contest. There it was Taft who practiced grass-roots techniques.

In the 1948 Truman campaign, the AFL supported eleven Republican Congressional candidates and the CIO six, but there was no formal relationship with the GOP. Labor really threw in its lot with the Democrats, despite protestations of being non-partisan. This was particularly true of the CIO which frankly came out for Truman, whereas the AFL refrained from officially endorsing the President and restricted its efforts to congressional candidates. There was close liaison between Democratic Chairman McGrath and PAC Director Jack Kroll. The Democratic National Committee arranged for labor leaders to tour in industrial states with President Truman. Philip Murray made a political appearance with Truman, something he never did with FDR. Although there was no infiltration in party positions, both AFL and CIO attempted to take hold and fill in the gaps where Democratic organization was lax. In the city of Syracuse, for instance, the



"Lyman's writing his congressman about the labor situation - he keeps losing one employer after another!"

PAC director, who was a complete outsider, spark-plugged the entire Democratic campaign.

Much was made during the campaign, and after, of the public support given Dewey by the Building Service Employees Union, about the only important instance of such union support. This endorsement indeed had special significance, but not, as widely assumed, as evidence of a deflection from the Democrats. It was evidence only that Ben McFetridge, the union president, was paying off a debt—Dewey as District Attorney had gotten George Scallise out of control of this union, which permitted McFetridge to take over. McFetridge wanted to show his appreciation.

The CIO's political strength in 1948 was attributable in part to a purification unwittingly supplied in the campaign by Henry Wallace. In its earlier campaigns the CIO had suffered from leftist coloration. The PAC leaders were very frank to admit that in the 1948 campaign Henry Wallace took the stigma of Communism off both the Democratic Party and the labor movement. This not only gave a new confidence to the CIO's political leaders but it erased any reluctance on the part of labor-endorsed candidates to receive labor's support.

#### Money contributions

A very important form that this support took was money contributions. Although the "official" or publicly announced gifts do not in many cases tell the full story, the following are of interest. The United Textile Workers contributed \$20,000 to the Chester Bowles Campaign in Connecticut. The PAC and LLPE gave \$5,600 to help Kefauver in Tennessee. Humphrey of Minnesota received \$6,500 from these two organizations and another \$2,000 from Railway Labor's Political League. Paul Douglas' campaign in Illinois was helped by \$5,000 from PAC and \$1,000 from the Machinists' Non-Partisan Political League. The PAC also contributed about \$56,000 directly to the campaign organizations of congressional candidates, and lesser amounts were paid in by other labor groups. It is authoritatively estimated that the local and national AFL offices spent about \$2,000,000 for political purposes in 1948. CIO's PAC by itself reported total expenditures of \$443,000. This does not include an unknown amount spent

by numerous local PAC offices and other CIO agencies.

Two newcomers in labor politics set up for the '48 campaign were the International Association of Machinists' Non-Partisan Political League, and the Railway Labor Political League, sponsored by 21 Railway Brotherhoods with a total membership of 1,500,000. The former collected \$63,000. The latter about \$100,000. In addition many local political groups set up by these two agencies collected funds. In the case of the Machinists, contributions were made directly to candidates; the Railway groups gave funds to candidates' committees, though not to the candidates themselves.

---

There is great insight in Francis Bacon's statement inscribed on the walls of the lobby of the Library of Congress: "Reading maketh a full man, conference a ready man, and writing an exact man."

Bacon, who lived 350 years ago, had some other sound ideas, too. "Discretion of speech," he said, "is more than eloquence; and to speak agreeably to him with whom we deal is more than to speak in good words or in good order." And also: "No pleasure is comparable to the standing upon the vantage-ground of truth."

---

A maxim of American politics is that when times are good the "ins" are usually returned to office. There is however a contradictory force at work when you consider the wage-earner vote. If labor is doing pretty well economically, as is now the case, it is not driven to seek political remedies. As Dr. George Taylor points out, "Virtually the only time the rank-and-file of labor turn to political action in a purposeful way is on the down swing of the business cycle when unions lack economic power in dealing with employers." It is not anticipated that such a situation will develop by election time. The wage-earner voter, who presumably would support the administration if he voted, may have a tendency to stay home next November.

The extent of labor's participation in this year's campaign, however, will depend more specifically upon who runs. If Taft is the Republican nominee, labor will be out in force. If it's Eisenhower, labor's effort will be less, although it will still be mostly on the

Democratic side. That is where labor thinks its bread is buttered. Labor has never taken to Truman the way it did to FDR, but it finally swung to him in '48 and has largely stood by him since. He will get at least formal support from labor if he runs again, regardless of who his opponent is. And the usual effort will be made to get the rank-and-file into the polling booths—"This year we REGISTER and this year we VOTE," proclaims *The American Federationist* on the cover of its January, 1952, issue.

Back in April, 1948, several months before the nominating conventions, such big-labor names as Green, Dubinsky, Reuther, Carey and Rieve appeared via Americans for Democratic Action as supporters of an Eisenhower-for-President drive. Labor press treatment of Eisenhower at that time was divided about equally pro and con. For the next two years there was indifferent comment, but near the end of 1950 the labor writers began to say, "We admire Eisenhower, but he is not for us," "We can only hope that he decides to stay at Columbia," Eisenhower is emerging as 'the spokesman for big business.'

#### A labor poll

Two months ago a poll was taken by *The Machinist*, organ of the International Association of Machinists, among 150 national and international union presidents. These officials were asked not how they felt about presidential candidates but how they believed their members felt on this subject. Favored for the Democratic nomination by a large margin—if Truman does not run—was Senator Paul Douglas. Kefauver was a poor second. Eisenhower was third. For the Republican nomination Governor Warren was selected by 74% of the union presidents as the man they believed would be most favored by their members. Eisenhower's score was 14%; Taft and Stassen, zero. (Taft is said in the labor press to be a man "with a brain as sharp as a rat trap.")

#### Big problem public relations-wise

Whoever is nominated by either party, the important thing to watch will be labor's tactics public relations-wise. Organized labor's greatest problem will be to act effectively as a pressure group without appearing to be one. The American voter is more sophisticated today than he was in McKinley's

(Continued on page 18)



President of Board of Education and two teachers at a reception for new teachers given by the Administrative Council on Sunday before the opening of school.



President of Student Council greeting businessmen as they arrive at school on Education-Business Day.

## PR and the school system

*How Oklahoma City schools use public relations to win better understanding with many publics*

**By Floy J. Campbell**

Director of Public Relations

Oklahoma City Board of Education

AS IN MOST CITIES, the Oklahoma City Board of Education never feels it has quite enough money to meet its needs. Naturally, then, there were raised eyebrows—even some irritated scowls—when Dr. J. Chester Swanson, superintendent of schools, blandly suggested that a new position be created—a Director of Public Relations.

However, after Dr. Swanson explained that the schools faced financial handicaps primarily because of a lack of public understanding, the job was created. In appreciating this need for continuing interpretation of school activities the Oklahoma City Board of Education is following a trend toward far more active interest in public relations by school systems.

Some, as in St. Louis, Mo., engage an outside public relations counseling firm. Many are creating the position as a part of the Board's staff.

Schools have relations with many publics. Each of these require a different approach so several methods of procedure were formulated at Okla-

homa City to include the school, the home, and the community.

All new teachers were guests of the administrators staff at a reception on Sunday preceding the opening of school in order that the teachers might meet their new principals and administrators. A special brochure of facts about the schools was prepared as a souvenir for this occasion, with pictures of the Superintendent and the Board of Education on the front, and a map of the school system on the back. The content was material explaining some pertinent facts about the schools.

A Conference Week was held preceding the opening of school which gave the personnel an opportunity to listen to highly qualified speakers and consultants while studying their problems in a three-day workshop.

Two days of this specially planned week were spent in individual buildings where the principals and teachers planned together, enrolled pupils and made schedules for the school. In a system such as ours where some two

hundred new teachers are added each year we find the Conference Week invaluable in building friendship and understanding.

In cooperation with the Chamber of Commerce a tour of the city was arranged for all new teachers, including a brief reception by the Mayor. Special refreshments were served at a luncheon club, with a lovely view of the city from the top of the tallest building.

One of the chief problems in public relations in a school system is the lack of appreciation and understanding between the personnel of the different levels. This is the natural result of the inability of teachers to observe other teachers on different levels. The secondary school teachers could not see much value in kindergarten, which they interpreted as a play time, while the primary teachers were unable to evaluate the importance of many subjects on the high school level.

Early in the fall the elementary principals were invited to observe the class work on the secondary level. Also, a representative from each of the elementary schools was a guest of the secondary schools and in turn a group of teachers on the secondary level visited the elementary schools.

The enthusiastic reports of the visitors to the other buildings started a program of understanding that increased as the years progressed.

As each secondary school received a new group of elementary pupils by promotion, a reception was given for the parents of these children. Since the secondary counselors are employed for eleven months they were able to ar-

range a conference during the summer with each parent who desired one. During the conference the parents could discuss any personality traits or phase of adjustment that the pupil might need.

The second major field for interpretation is establishing the proper relations between the school and the homes of the pupils. Our home visitation program has proven to be invaluable to the school system, as personal contacts are the most effective in establishing understanding.

During the first week of school the elementary buildings were on half-day sessions so that the teachers could visit in the homes of their pupils. In the primary grade this visitation program continued through the second week. The teachers planned the visits with the children by neighborhoods so that the mothers were expecting the teachers and the children knew it was a friendly call.

This visitation program established an understanding of the parental and home situation. Discipline problems were reduced to a minimum because of the friendship which was formed between the parents and teachers.

The third public with which the schools are privileged to work is the community at large, composed of those who do not have children or whose children are grown. These people are often the heaviest taxpayers.

Since present day education includes all children and must prepare them to cope successfully with a complex world, the program must be as diversified as are the needs of the children. The community is aware of the value of true education, but it must be both informed and convinced of the need for increased educational facilities if the finances are to be provided.

Big business long ago learned the value of constant repetition in selling its product. Schools are big business today. Their products, the men and women of tomorrow, are the most valuable in the world. Every right thinking community wants good schools, but the people also want to know how their dollars are invested.

Making a statement of well known facts to a school official may be enough, but for the average businessman this information must be repeated often to make an impression. In order to give the community the true picture of schools, several plans were devised.

A Pre-School Mothers Study Club

was organized with programs designed to meet the problems of the mothers of three- and four-year-old children. The meeting was well attended.

A speakers bureau was organized with both students and teachers who could address different types of civic organizations upon various phases of our school system.

Two TV programs are broadcast each week. One program is a demonstration of handicrafts in cooperation with the Oklahoma City Public Librarians workshop and the other is a "Music Quiz." Also, a weekly forum by students called "Youth Speaks" is presented over one of the major radio stations. Our own intra-school FM broadcasting station serves all grade levels and types of students.

Waiters and waitresses from the commercial cookery classes in the Vocational Department serve banquets and dinners for civic meetings. The Pep clubs provide ushers for most of the municipal auditorium programs.

A coordination of instructional announcements and meetings was needed. So, besides the usual annual school calendar that is sent to all teachers in the fall, a new plan of distributing a four-week calendar in advance has proven to be quite helpful.

All general activities are set up on this mimeographed calendar leaving room for each school to fill in special events for its building. Of course, the weekly calendar is included in the Superintendents Bulletin which is sent out each Friday to every school employee. This Bulletin is the mouth organ for meetings, announcements, recognition, and appreciation.

Informal friendly letters from the Superintendent of Schools to the parents are very valuable as a small amount of information may be disseminated this way and easily read. Congratulatory letters from the Superintendent to teachers and students whose names or

pictures appear in the newspaper for recognition of services or personal interests are very receptive contributions to a public relations program.

Serious illness or death in the family are recognized by the Superintendent who sends sympathy notes.

Some of the school organizations have dinners on special occasions for patron groups. A dinner honoring the Board of Education was quite successful.

Of all the activities in relation to the public in general the Business-Education Day and Education-Business Day were the most successful.

After about 1500 school personnel had visited the business and industrial offices for half a day the enthusiastic reports of the value of such an activity were very gratifying. In turn the businessmen visited the school rooms and observed actual classroom procedure and the self discipline of the children. The letters they sent back to the principals containing such quotations as "I went to school convinced that our present educational system was all wrong, but I was converted completely and know now that these present day children will be better citizens than my generation has been."

One father wrote "You will never know the thrill I received when I saw my six-year-old daughter stand up and read."

"All of my fears for my six-year-old Mary vanished after her teacher visited in our home," said a proud father, "for now I realize that three people instead of two were genuinely interested in my daughter's education."

The schools are constantly establishing relations with the public. Good schools must have good public relations. The Board of Education and the entire school personnel realize that the public's appreciation of education is no better than the public's understanding of the schools. • •



Floy J. Campbell, Director of Public Relations, Oklahoma City Board of Education, is a native of Oklahoma, and received her A.B. and M.A. degrees from Oklahoma University. She taught art in the Oklahoma City Public Schools for several years, and in 1947 went to Leeds, England, as the first exchange teacher from Oklahoma. While in England she was presented to Queen Elizabeth. Mrs. Campbell is the editor of *The News*, a newspaper of the Oklahoma City Classroom Teachers Association, and has illustrated books for children.

# "Public Relations" and Vice Presidents in 1909

[Forty-three years ago, back in 1909, a member of the editorial staff of the Railroad Age Gazette wrote a piece for the January 29 issue of that publication which is notable for three things: it outlined with remarkable clarity, in less than 750 words, what many of us are accustomed to think of as the "modern" concept of public relations, about which others have written millions of words; it indexed the essentially managerial function of public relations by proposing that a Vice President be put in charge of it; and it labelled the art "public relations," possibly for the first time in print.

The writer of this remarkable article is believed to be Ray Morris, then the youthful managing editor of Railroad Age Gazette. Mr. Morris, still in active service as a member of the banking firm of Brown Bros., Harriman & Company, isn't altogether sure, after the lapse of so much time; but former associates are quite convinced that he was the author. We are indebted to Ralph Champlin (who, like the fulfilment of the 43-year-old prophecy, has recently been named Vice President in Charge of Public Relations for The Pennsylvania Railroad Company) for calling the article to our attention and for sending us a photostat of it, and to James G. Lyne, Editor of Railway Age, for details concerning it.

JOURNAL readers will find Ray Morris' 1909 conception of public relations mighty interesting. Entitled "Wanted, A Diplomatic Corps," it follows, in full—Editor]

## Wanted, A Diplomatic Corps

WE HAD OCCASION, week before last, to pay our editorial respects to what we called the claim-department type of relations between a railway and its customers; the characteristic claim department idea, simply expressed, being to pay the man who has a loud voice, and to weary and harass the man who has not a loud voice. We made the point that the kind of public feeling which this sort of thing engenders costs money, and that it is always going to cost money. We are inclined to think that the supposed difficulty of getting public relations on a really friendly and constructive basis is very much exaggerated. We believe that the experiment has never really been tried in a broad and efficient manner.

Even the least of governments, the smallest of principalities, has an army to invade and to repel invasion, and a diplomatic corps to economize the use of the army. Now, a railway has a good many points of analogy to a government in its public relations, except that its governing is considerably more real and tangible to the citizens than that of the average principality, and that it is a

government which the people at the present time are singularly prone to overthrow.

The railway also has its army to invade and repel invasion, with an operating division, an engineering division and a law division, of which the claim department is a brigade. It has need especially of defensive forces, because it is a very curiously shaped kingdom, being 1,000 miles long, let us say, and 100 ft. wide, and wholly surrounded by other principalities which may or may not be friendly. The internal affairs of this railway kingdom are very ably conducted, but it has also external affairs constantly to consider. Strange to relate, it has no diplomatic corps to cope with these affairs.

The principality of Monaco, surrounded by the French department of the Alpes Maritimes, excepting on the side towards the sea, contains about eight square miles of territory. It has an army of 126 men and a well organized diplomatic corps. The railway principality, 1,000 miles long and 100 ft. wide, occupies about 19 square miles of territory; it has a strong army, but no diplo-

matic corps whatever. Does not everybody recognize that the tendency of armies is to get governments into trouble, and that the function of diplomatic corps is to prevent them from doing so? Yet the railway principality provides itself with the army but neglects the diplomatic corps—has been doing so, in fact, for a great many years. Do the results need any explanation?

It is fair to say that the railway principality does a good deal of diplomatic adjusting in an informal way. When W. J. Harahan was Assistant Manager of the Illinois Central Railroad he made frequent trips over the line in his car and at all times paid the closest attention to the popular murmurs or rumblings which he heard along the route. If the division superintendent at Mattoon, Ill., brought in a local paper with sarcastic comment about late passenger trains or about slow delivery of shippers' freight, Mr. Harahan would conduct a first-class investigation of the situation and would try to correct the difficulty at once, and thus to stop complaints by removing the cause of them. This kind of work is being done, more or less spasmodically, all over the country. In a similar way the traffic department is constantly straightening out minor tangles which occur, but its ability to prevent the same causes of dissatisfaction from arising again is none too great.

Suppose, for the purpose of illustration, that a great railway should appoint a Vice President in Charge of Public Relations, a man of mature years and judgment, skilled in railway affairs and human affairs as well, and carrying enough weight in the councils of his company so that his suggestions would be apt to be carried out. Suppose he were to devote his entire time to a first-hand study of local conditions in every community directly served by the railway, with a view to heading off causes of unpopularity as fast as they might appear, and to discovering, from a point of view a little less obscured by official duties than that of the President or the General Manager, the kind of service which the railway was really giving its patrons, and the way in which that service could be performed better and existing friction removed. Such a man would be neither a traffic officer, a legal officer, nor an operating officer, but would be in some measure a combination of the three in his active work.

Would not such a Vice President earn his pay? We believe that he would, and we shall welcome comment and discussion on this subject from our readers." • •

# PR and sales at a profit

*"... Public relations practices are simply the lubricants that reduce costly friction in human performance. They are just as much a cost of operation as the oil that lubricates the machinery..."*

**By J. Vance Babb**

Associate Director, Public Relations Department  
N. W. Ayer & Son, Inc.

AS A VETERAN PUBLIC RELATIONS practitioner, I am becoming increasingly concerned about all the discussion of public relations that is taking place these days. In general, discussion is a healthy thing, and I trust the time never comes when there is not plenty of discussion about public relations, both pro and con. The livelier a discussion becomes, however, the more momentum it generates. And the greater the momentum, the more likelihood there is of running off the track.

Right now, I fear that all of us—public relations clients, counselors and directors—are approaching dangerously close to the track jumping stage. This concern stems principally from listening to two groups, which view the subject from very different angles, but nonetheless are drawing closer and closer to a common false concept of the very nature of public relations itself.

The first group is made up of those who, it might appear, are trying to con-

vince us that public relations is a new religion. Is there a dearth of business leadership? Are our corporations faltering in their inherent responsibility toward the public welfare? Do we need a guiding force in labor relations? Has our social engineering gone askew? Spread the word, brother! Salvation at last for the American System, the western democracies, the brotherhood of man, and broken-down balance sheets! Good ethics are good business, and the new word for good ethics is public relations.

Now, don't misunderstand me. If, for the sake of emphasis, I exaggerate, that does not mean I have any less respect for the speakers. The great majority of them are sincere and able people. There is much that is sound in their premise. Good ethics are good business. Responsibility toward the public welfare is inherent in good public relations. And if every business concern, organization and individual always followed sound principles of good public relations, there would be a lot less strife, tension and misunderstanding around us.

The other group to whom I have been listening, however, is made up largely of those who are asked to pay the major part of the bill for all this salvation—the managements of our corporate enterprises. These gentlemen see the matter in somewhat different perspective. Recently, one of them, for whom I have great respect, put it to me this way:

"Certainly, I believe in public relations. I put in one of the first public relations departments in our industry. I also employ outside counsel. But sometimes I wonder. I've got a competitor who never spent a nickel for

public relations. He has just as many satisfied customers as I have, and a better earnings statement. Remember, I've got the people who invested their savings in this business to think about, too. A public relations program is a very commendable thing if you've got the money for it. But sometimes I wonder if I can afford it."

Now, corporate management is principally concerned with profits—and rightly so. L. A. Van Bomel, President of National Dairy Products Corporation, one of our major companies in an essential industry, put it right on the line when he said: "Earning a profit is the first obligation of a business enterprise to the society which supports it."

If we are willing to agree that the American economic system has done more for more people than any other in history, then we must acknowledge the essential nature of a profit. For it is successful, prosperous businesses—and successful, prosperous businesses only—that provide better products and services for consumers, wages for workers and earnings on savings for investors. No problem that any public relations director faces will ever be solved by turning a profit into a loss.

Management has numerous responsibilities—to stockholders, workers, customers and society as a whole. But in order to fulfill any of them it must first make sure that the business is accomplishing its primary purpose, which is sales at a profit. Any business head who does not face this fact realistically is unworthy of the great trust placed in him. So we can hardly blame him when he asks of public relations: How will it affect my company's profits?

If the difference in attitude of these two groups were just the old conflict



J. Vance Babb

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In 1931, he joined the Publicity Department of the National Broadcasting Company, where he remained for seven years, the last three as manager of the Press Division of the Department. He joined N. W. Ayer & Son, Inc., in 1940, and has since served as public relations counsel for many of that firm's clients. Mr. Babb is a member of the Public Relations Society of America.

between enthusiasm and cost-accounting, the situation would be neither new nor, in the long run, serious. What should concern everyone who is interested in public relations, however, is this: As each side advances its argument with increasing ardor, both are moving closer to a common false premise. For both groups are now talking as if public relations were an end in itself. As if it were something self-contained, and apart from the normal operations of a business enterprise.

#### PR not an end in itself

It is, of course, nothing of the kind. It is not an end at all, but simply a means to other ends. It has no objective apart from the other objectives of the business, nor can it be isolated and measured as a self-contained departmental function. In fact, it is so much a part of other departmental functions that it frequently cannot be distinguished from them. That is why some successful firms may appear to ignore public relations. Actually it is not that they ignore all public relations techniques, but simply that they do not identify them as such.

The truth is that public relations is nothing more nor less than another of those very useful instruments known as tools of management.

Actually, both management and public relations people know this. But as often happens, too many words have carried us so far that we have lost sight of our starting point. Public relations people, as specialists are apt to do, have allowed enthusiasm to hitch the cart before the horse. On the other hand, management, being both by training and necessity orderly and budget-minded, has tried to isolate public relations as a separate and distinct departmental operation.

It is all the more natural for management to do this because so many other departments of the business do perform functions which are largely self-contained. Take supplies, for instance. The purpose of the supply, or procurement, department is to provide an adequate quantity of the proper materials at as reasonable a cost as possible. That is an end objective in itself. When it is accomplished, management can turn its mind to the next step, manufacturing.

Here again is an operation that achieves its own end—the production of a pre-determined number of products, of specified quality and at a satisfactory

cost, by a given date. Whether or not the sales force can dispose of all the products does not add to or detract from the manufacturing operation per se. It has accomplished its own end purpose, and its output and costs can be accurately measured.

But this not so with public relations. Here there is no end purpose that can be isolated from the purposes of other divisions of the business. In fact, what we are dealing with is simply a technique to aid in the accomplishment of those other purposes, and, in the broader sense, in the achievement of the ultimate goal—sales at a profit.

Let me take an illustration from the dairy industry. One of this industry's continuing problems is the fact that the public consumes about the same amount of milk the year around, while the cow produces a surplus at one time and fails to fill the pail at another. In an effort to improve this situation, one milk company I know started a program of education to induce the farmers from whom it bought milk to stagger the breeding schedule of their herds, so that milk production would be leveled out over the year. The program has made considerable headway, and the company is getting a more even supply of milk.

Now, the company's PR counsel helped the procurement department plan this program, and its PR department is actively engaged in administering it. But I submit that the basic purpose of the program is to improve the procurement situation. It is simply a use of the PR tool to help achieve a procurement objective. Explaining to the farmer why it is good for him—and the company and the consumer—to have level milk production is good public relations. But if it isn't first, and fundamentally, good procurement practice, then it isn't a wise PR undertaking for that particular company.

Or, let's take the case of a bank I know. On the advice of its public relations counsel, this bank conducted a series of discussions for women resi-

dents of the community. Officials of the bank appeared at these meetings to explain in simple terms the fundamentals of sound financial practice and to describe the function the bank performs in the community. The meetings proved extremely popular, were well attended and received considerable favorable publicity in local newspapers.

Good public relations, of course. But the primary purpose was to enable those who were already depositors to make more efficient use of the bank's facilities and to attract new depositors. Unless these ends were served, the public relations tool obviously was not the right one for the job.

So it is when a food company conducts guided tours through its plants, or sponsors demonstrations by a home economist before consumer groups. Oftentimes such activities fall within the scope of the public relations department. It is inescapable, however, that basically they are a part of the sales effort. If they don't justify themselves in the long run by strengthening the company's competitive position they have no place in a well-managed business. The similar position of product publicity, which is no more than a supplementary extension of the advertising program, is too obvious to require further comment.

#### Employee relations

In the field of employee relations such things as the company magazine, an annual report to employees on the state of the business, open houses for employees and their families, etc., are often presented as human recognition of the employee as an individual and a participant in the business. And so they are, if they are soundly and sincerely conceived and implemented. But we must not lose sight of the fact that unless the employee who believes he is fairly treated is a better labor "buy" than one who does not, unless an informed employee means a better employee, the true end purpose is not being served.

Such public relations practices are simply the lubricant that reduces costly friction in human performance. They are just as much a cost of operation as the oil that lubricates the machinery. Yet too often they are treated as projects separate and apart from the very purposes they serve, and frequently even budgeted as such.

Probably it is this budgeting practice more than anything else that makes  
(Continued on page 15)

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#### Social Note

Robert Windt, Du Mont public relations specialist in the Dave Alber office, left the past week-end for a two-weeks vacation at Melbourne, Florida. At Melbourne, Windt will tryout at the New York Giants training camp.—*Radio Daily-Television Daily*.

*May we have that again?*

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# Business-Industry-Education Day

*Cincinnati Chamber of Commerce reports some interesting facts relating to its participation in B-I-E Day program*

**By E. Leo Koester**

Director, Civic and Publicity Departments  
Cincinnati Chamber of Commerce



The president of Carthage Mills, manufacturers of hard surface floor covering, welcomes Cincinnati Business-Industry-Education Day guests. This company's B-I-E Day program planning includes such things as requesting guests to indicate their preference in luncheon menus at the time the invitation is received.

IF THE CINCINNATI CHAMBER of Commerce used the advertising lingo of some of its members, it might describe Business-Industry-Education Day as "the brightest idea since the incandescent bulb." The purpose of this piece is not to prove the accuracy of that endorsement but rather to report some of the interesting facts that have been demonstrated by our participation in the program.

However you do it, a B-I-E Day is big. In our own case it involves 1,800 high school teachers and 80 host com-

panies, ranging all the way from an investment broker on up to some of the nation's largest manufacturing corporations. The scheme is simple but the mechanics are liable to be large and complex.

Our Cincinnati B-I-E Day begins with an assembly program. The educators, and this is one of their many remarkable and commendable characteristics, report promptly for an auditorium meeting. It is under way at 9 A.M., and over just 30 minutes later. Chartered buses then take the educators to their

host companies. They have been previously assigned and, in groups ranging anywhere from 10 to 100, they spend the remainder of the day in the office or factory of their host. Let it be noted here that a day, in B-I-E terminology, is over at three in the afternoon, the normal hour for school closing.

## Each bears cross

Every participant in B-I-E Day, whether he or she be a clerk for the Chamber, a host for a corporation or a teacher of home economics, is burdened with his own cross. To the Chamber staff it is a monumental clerical job; to the host, a spit and polish performance that would be acceptable to West Point, and to the teacher, a day from the classroom but only at the inconvenience of being subjected to the same early hour of rising.

Recently, in the wake of a B-I-E Day, we presented some of our teacher-guests with a report form to fill out. In effect, we said, "Pull no punches. Tell us what kind of a job your host turned in. Did he explain the business operation, was he interesting, informative or just dull? Give us the works."

The educators accepted our invitation with enthusiasm. One gentle lady who has taught algebra for many years said it was an adventure comparable to being "Queen for a Day." Another said she was now able, for the first time in her life, to understand the necessity of a time clock. To still another, it was her first opportunity to appraise the working conditions which would face her pupils in a few years.

## Interest of audience underestimated

The most surprising revelation of the survey was the fact that most of the host firms and, for that matter, the Chamber of Commerce, were apparently underestimating the interest of their audience. Over and again, the survey participants gave us this message:

"We are much more interested in the blood, sweat and toil phases of business enterprise than you apparently give us credit for. We are sympathetic to your problems but we can hardly do much about them until you provide the necessary facts. Over and again, for example, you say that taxes are too high but you don't show us the evidence."

For the record, many firms participating in our B-I-E Day did present such

statistical information and, to their credit, they did it with a flair for showmanship. In many others, however, the figures on taxes, wages, maintenance, etc., were made available but the host put the emphasis on "how we do it," rather than "how we pay for it." If the survey can be accepted as accurately representative of the opinion of educators, they want business and industry to give them the same kind of

bad. A group of fire insurance companies took their B-I-E guests to the Fire and Police Communications Center and then to a Fire Company. One downtown businessman, justifiably proud of his suburban home, took his ten educators to his residence for lunch and then ushered them into the living room for a comfortable and frank discussion of business problems.

In addition to making us feel good

program to the regular school hours and since our schedule is already tight we probably will have to do some shifting in order to give more time for the question and answer period demanded by the educators.

While to us, the morning assembly is the only practical way to group the educators and dispatch the 45 chartered buses required to haul them, our plan received few accolades from the guests. In firm words they advised us to abandon the assemblies and let them use the time to study the complexities of the business they were assigned to visit.



E. Leo Koester is Director of the Civic and Publicity Department of the Cincinnati Chamber of Commerce. He was a reporter on the *Cincinnati Times-Star* for nine years and is an Instructor in Journalism at the Xavier University Evening College. PR activities of the Chamber, including fire safety, an elaborate educational program for improved roads, Business-Industry-Education Day, preparation of many publications, etc., are under his direction. PRSA member Koester has also done public relations work for the Cincinnati Retail Merchants' Association and directed several programs involving participation of the city's leading stores.

blunt talk and honest facts they use at the bargaining table.

Obviously, some were not effective in dramatizing their own business activities and problems as were others. However, to the significant credit of those men who operate enterprises called "little" (in a comparative sense), the job they turned in on B-I-E Day was just as effective as the performance of such industrial giants as General Motors, Procter & Gamble, Ford Motor Company, etc.

#### Imagination and showmanship used

Imagination and showmanship are qualities that seldom come in the same package as business enterprise and administrative skill. Our Chamber is quick to list Cincinnati's blessings and, from the viewpoint of this writer, some of our choicest assets are the businessmen who personify all of these characteristics. B-I-E Day is an opportunity for such gifted souls and they seized the chance.

One of them, for example, conducted all of his B-I-E Day program aboard a barge shoving a tow up the Ohio River. Another, a stock broker, gave each of his guests an imaginary \$10,000 to invest. His staff of consultants then went to work explaining why each individual's investment plan was good or

about the hospitality and showmanship of our participating members, the survey also pointed the way to making our 1952 program more effective. Here is the report of one teacher:

"I did not want to go to a canning factory. I detest canned food. However, I went along with the crowd and I want you to know that I was very much impressed. These people are doing a good job and they deserve a lot of credit for the way they conduct their business.

"When the program came to an end I was sorry to leave because so many questions had been left unanswered. At that, I am sure that I learned more on B-I-E Day than I have attending many institutes for teachers. You should provide more time for questions and answers."

#### Experiences related to students

Almost all of our guest-teachers said they related their B-I-E Day experiences and observations to their pupils. Several suggested that we enlarge the program so that both the pupils and their teachers could participate.

In planning for our 1952 B-I-E Day it is the intention of the Cincinnati Chamber of Commerce to make whatever changes are feasible in accordance with the recommendations of the survey. We are limited in holding the pro-

#### Scope expanded

Not included in the survey but significant, nonetheless, is the fact that when we began B-I-E Day, we found that large department stores were the most popular hosts. By the following year, companies engaged in heavy and mechanical manufacturing were forging ahead of the retail merchants in popularity. From a public relations viewpoint, the happiest aftermath of the whole program is summed up in the following comment of an educator:

"I teach hygiene and I was not at all pleased when I was assigned to visit the XYZ Company. As you well know, their factory causes some of the most terrible smells in this city. After going through the plant and talking to some of the men and women who run the business, I know that they are working hard to eliminate these terrible odors. I intend to tell my pupils and my friends and I'm also going to tell them that XYZ is making a fine product."

In conclusion, let it be said that there is good reason for the enthusiasm for B-I-E Day shared by modern chambers of commerce in cities throughout the nation. Laboring, as they did, for many years to find new and effective ways to explain and defend American business enterprise, these Chambers of Commerce know that a B-I-E Day does that for the choicest kind of an audience and offers a huge bonus benefit to boot. The bonus is the fact that teachers acquire an understanding of the work and sweat demanded of productive workers. They get a realistic appraisal of what some of their pupils will have to do to earn a living in an expanding economy.

The net result is that they are thus able to do a better job of preparing their pupils for the monumental task of preserving our most precious American blessing—freedom of opportunity. • •

# So you're going to Washington?

*A consulting economist indicates some pointers for businessmen visiting Washington, D. C.*

**By Myron W. Watkins**

*Boni, Watkins, Mounteer & Co.*

**Y**OU WON'T BE LONELY! It's the fastest growing city in the country. And the Census Bureau doesn't count the hordes who come and go and keep right on coming, again and again. These visitors aren't all tourists, craning their necks to view the bald top of Washington Monument or of the Speaker of the House. A fair, even though perhaps not the fairer, part of them are businessmen, breaking their necks to get a glimpse of what's going to come out around the base of the Monument (along Constitution Avenue) or on the floor of the house (or Senate).

Though there are plenty of professional guides for both classes of Washington visitors, only the gullible any longer patronize them. In the first place, their fees are somewhat elastic and often exorbitant, in spite of a reported tendency toward standardization (around 5 per cent) of those for businessmen visitors. In the second place, mass communications media have pre-conditioned most visitors nowadays to beware of the enticing promises of the guides. The suspicion is widespread that the value of their services is not only exaggerated but questionable.

For the tourists a public information bureau is at hand, to answer all questions. But no one seems to have had the happy thought of providing a similar agency for the businessmen visitors. With due modesty, of course, we offer herewith a contribution toward overcoming this deficiency.

Washington-bound businessmen may be classified in two groups. The first group is comprised of those who seek a rescission, modification, or clarification of an existing administrative order, judicial ruling, or legislative enactment. The second embraces all those who want either to block or to secure adoption of a proposed administrative order, judicial decision, or legislative bill.

The statisticians have not yet come up with any official, unreliable data revealing which group is the more numerous. However, logic and the *Federal Register* (as truth is stranger than fiction, actual regulations quite outstrip the imagination) point to a deduction in favor of the first group. The reference, of course, is solely to numerical superiority, not to superiority in any other sense. In fact, since the first group manifestly is heavily weighted with businessmen who steer their course by hindsight, "superiority in any other sense" clearly goes to the second group. They are the ones who put their trust in foresight. And as Oliver Wendell Holmes once neatly remarked, "The successful type of businessman is the one who can out-guess his rivals as to whether polka-dots or stripes are going to be worn next season." It need hardly be added that the sage, a judge though he was, was not referring to the pattern of the garb which the businessman and his rivals might themselves be wearing next season!

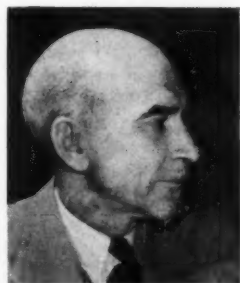
In whichever of these groups a particular Washington-bound businessman falls, however, he will encounter a goodly company of fellow-pilgrims. And it will not take him long to discover that on this pilgrimage he needs a squire.

Not everything that comes out of Washington has the force of law—happily! But most of it of sufficient concern to the businessman to prompt a trip thence most assuredly has, if not all the trappings of law, at any rate some dark foreshadows thereof. Lawyers speak a jargon which government officials appear to understand readily and find singularly agreeable. Which is not so strange, after all, since for most officials it is, so to speak, their mother-tongue. So the businessman is apt to find that when, say, in some committee hearings on raw material supplies, he talks about brimstone or coke the congressman look bored, but when his lawyer mentions Blackstone or Coke the somnolent solons immediately perk up.

## Legal counsel indispensable

To avoid being stymied by apathy, put off with patronizing sympathy, or treated with child-like indulgence, a Washington-bound businessman will find legal counsel practically indispensable. Even so, his retinue will be incomplete—nowadays. A generation ago, the captain of industry and his squire made a full team. But a lot has happened in the course of a generation, particularly in Washington. Along with the starlings, the place has become infested with economists. No longer is it prudent to ignore their presence. Hardly a congressional committee and positively not a single commission, department, bureau, or agency is without its duly accredited, *magna cum laude*, Ph.D. economist—usually reinforced by a whole staff of statisticians, accountants, researchers, and plain fact-assemblers.

Whatever he may be contending for, or against, the businessman or the businessman-lawyer team invading Washington will find it expedient to be fully prepared with charts, graphs, tables, simultaneous equations, and an ample supply of coefficients of correlation. He will have need of them. Every point he



Myron W. Watkins joined the firm of Boni, Watkins, Mounteer & Co., consulting economists, in 1948, after a four-year stint as co-director of a survey of industrial organization, sponsored by the Twentieth Century Fund. Previously he had served in a similar capacity on economic research projects for The Brookings Institution and the National Industrial Conference Board. He is the author of a number of books, including: *Industrial Combinations and Public Policy*, *Mergers and the Law*, *Public Regulation of Competitive Practices*, *Government and Economic Life*, *Oil: Stabilization or Conservation?*, and *Cartels in Action*.

endeavors to make will be subject to challenge by, or at the prompting of, some vigilant critic in the government's corps of trained economists. It may be a question of the shape of the supply curve, of the share of imports in the domestic market in the third quarter of 1948, of the elasticity of demand for a specific product, of the incidence of a manufacturer's excise tax, of the trend of man-hour productivity in the packaging department, of the relative flexibility of costs and prices, of the variant cyclical pattern of business fluctuations in a particular industry, of the comparative trends of national income, savings, and consumers' expenditures on non-durable goods—or it might, just conceivably, be something else!

The hours (minutes are out of date) of almost any Washington hearings in recent months will amply confirm that these are the sort of questions on which decisions are more and more coming to turn. In such proceedings, duly documented data carry the day, and the testimony of a businessman who trusts simply to off-hand observations of trade rumors, or to the direct recounting, however fervent, of his own experience, beliefs, or opinions, carries little weight. It is the old story of the amateur versus the professional.

#### Economist's services helpful

A consulting economist's services can be of great help to a businessman's Washington expedition all along the line, from starting point to destination. To startle no one, let's begin with the former. One of the most crucial factors in a Washington campaign (or any other, for that matter) is the angle of approach. In large measure, its success will depend on selection of the right thrust, basis of appeal, line of attack. This is a matter generally considered peculiarly within the province of the public relations counsellor. Even so, it does not belong exclusively there. Rigorous adherence to compartmentalized functions has ruined more than one presentation of a businessman's case in official quarters. The key to an effective Washington campaign is collaboration, and on this matter of selecting a suitable approach, specifically collaboration between the public relations counsellor and the consulting economist. The economist is especially qualified to distinguish between the significant and irrelevant in reference to such questions as what particular phase of an industry's operating record should be stressed or what aspect of an unwelcome measure

or decision is most vulnerable. Persuasively to line up causes and effects in business developments requires the discrimination that comes from intensive training in basic economic principles combined with experience in analyzing industrial changes and the course of trade.

#### Methods of presentation

At the next stage, choice of methods of presentation, the economist's contribution is even more indispensable. If the businessman is addressing a congressional committee, his first concern must be to win—and hold—the legislators' interest. Otherwise he can scarcely hope to carry the day. But it is difficult to challenge attention without provoking antagonism, or to present a balanced, realistic, circumspect case without courting ennui. Though they are often compared to divas, congressmen after all are human. Few of them are familiar with business ways or terms. Politics is an *art sui generis*. Those who make it a vocation cannot afford, even if the inclination and aptitude were there, to cultivate interests very far removed from those of "the common man"—who by definition is no specialist. In a democracy, perhaps it is as well this is so.

The requisites of an effective presentation, in these circumstances, are three: simplicity, clarity, and concreteness. Simplicity is not entirely a matter of language. Three-letter diction may actually be confusing, by obscuring vital distinctions. Nothing is gained by concealing complexity, if complexity is inherent in the facts. But the most complex subject with which a businessman is likely to have to deal can be made readily comprehensible by expository skill. Often a simple analogy will work wonders. Again, more familiar terms—terms of wider application—may often be substituted for technical terms or for those peculiar to the usage of a specific trade

without turning a definite idea into a fuzzy one. In these matters economists have a rather marked advantage in virtue of acquaintance, enforced by the nature of their work, with a wide range of industrial phenomena and business practices. The whole economy is their province and in analyzing its operation they are daily confronted with issues, in respect to form of expression, very similar to those confronting a businessman in a Washington hearing.

Clarity is primarily a matter of organization. Coherence is the prime essential. A scattershot, random-aimed, all-jumbled-up method of presentation can do more harm than good. It invites the inference that the businessman either doesn't know what he's talking about or doesn't know what he wants. To bring out the interrelationships among the points at issue and put order into the whole argument is to make it easier to understand—and accept!—the businessman's contention.

But it is preeminently in reference to the third requisite of an effective method of presentation that the skills of an economist can be employed to great advantage. To be concrete is to talk in terms of specific facts. But figures can easily weary a congressional auditor—even more easily than they can worry a professional one! Charts are indispensable. They are not only an aid to understanding but also a means of quickening interest. Again, however, poor charts can be more of a hindrance than a help. Of all the varieties of poor charts—and they are legion—it would be difficult to say which is the most common. In any case, two encountered with distressing frequency are the polar opposites: the over-crowded type and those devoid of any significant standard of reference or any meaningful comparison. Well-designed charts will not try to show too much and will plot only series unmistakably comparable. Beyond this, questions of size and number of charts, as well as of the scales to be used, are matters for expert judgment, and the more experienced that judgment the better. For a telling presentation, nothing can supply a "punch" comparable to a series of good charts judiciously integrated with the text of the argument.

Finally, in regard to the objective, or aim, of a businessman's testimony, it merits the closest scrutiny by a qualified consulting economist. An illustration will clinch the point. In the hearings on reenactment of an excess profits

"... Similarly, it is much better to evaluate the public relations aspects of a policy before that policy is decided upon. That is why, to be successful, public relations must stem from top management. Otherwise, the Public Relations Department, like the rescue squad, will too often be cleaning up the debris rather than promoting good will for the organization."

J. Carlisle MacDonald  
Assistant to the Chairman  
U. S. Steel Corporation

(Continued on page 18)

## PR and sales at a profit

(Continued from page 10)

it so easy for management to think of public relations mistakenly as a self-contained function. When an educational program to level out milk production, a plant tour program to win new customers and a suggestion award system to increase efficiency and employee sense of participation, are all lumped together in a public relations department operating budget, it is natural for management to say, "This is what we are paying for public relations. Can we afford it?"

The answer is they can't, if all of these things are being done just because they are "public relations." But if they are good procurement, sales, manufacturing or personnel practices, the question becomes, "Can we afford not to do them?" Whatever the answer, it is obvious that the issue is clarified the minute such activities are transferred from an arbitrary public relations budget to those of the department concerned.

### Areas where PR functions independently

There are, of course, large areas in which the public relations program functions independently of other departments. For the most part, these are the high-level areas which have to do with company policy, character and reputation. Naturally, these activities should not be charged to some operating department of the business. Whenever they are charged, however, the important thing is to remember that they too represent not an end in themselves but merely a means to an end.

Because sound public relations practices are becoming so much a distinguishing characteristic of companies of good character, the danger of confusing the shadow with the substance is ever present. Such illusions are all the more likely because it is public relations techniques that provide the best defense of a company's character when its reputation is adversely affected by the conflicting interests and misunderstandings of a complex society.

The fact is, however, that while public relations defends character—may even help to define it—it cannot either create or bestow it.

Character is inherent and personal. The character of a company is simply the sum total of the characters of the men who manage it. If the character

of a management is such as to reject its social responsibilities, all the public relations techniques it can possibly employ will not change the basic situation. In fact, public relations techniques can be employed for unworthy as well as worthy ends, and in some cases unfortunately they have been. This is not a condemnation of public relations, any more than the fact that charlatans do exist is a condemnation of medicine, or that some advertising is false and misleading is a condemnation of advertising. What it is, is evidence that public relations, like advertising, draws its own character from the ethics of those who employ it.

### Moral leadership

Neither can a company's failure to avail itself of public relations be considered a reflection on the character of the management. Such a management may be unwise. It may, as a result, suffer in reputation, public confidence and sales. But it is not ipso facto either dishonest or unprincipled.

Moral leadership in business, labor relations or social endeavor utilizes methods and techniques, but it does not spring from them. Commenting on the state of public morals recently,

H. A. Batten, Chairman of the Board of N. W. Ayer & Son, Inc., said: "Honor and integrity are not mere words thought up by dreamers. They are rules of conduct men have developed out of painful experience in order to live together successfully." Leadership comes from those who accept this simple truth, apply it and have the courage to speak out in its defense.

When we talk about public relations let's stop being confused by words, labels or budget headings. Let's recognize public relations for what it is, and what it is not. It is neither a religion, nor an extra-curricular luxury for those who can afford it. It is one of the most versatile and effective tools yet devised to help management become articulate, win public confidence, and operate a successful enterprise.

On the one hand, let's remember that good ethics are good business—but public relations is not a substitute for ethics.

On the other hand, let's remember that it's not a question of whether management can afford good public relations practices—but whether it can afford to do without them.

Then let's all get on with the job of helping business make sales—at a profit and with honor. • •

## Harry S. Truman on Public Relations

*President Truman, speaking November 20, 1951, before the Women's National Democratic Club in Washington:*

"The opposition is sure to be fully equipped with slick public relations counsellors and gigantic advertising campaigns. The art of misrepresentation can be expected to reach new heights."

*President Truman, speaking February 21, 1952, before a Masonic group in Washington:*

"The President of the United States is charged with being the most powerful executive in the world. He is the head of the most powerful nation in the world, but the office of the President of the United States is a public relations office.

"He doesn't very often exercise the powers that are delegated to him in the Constitution and by-laws which he is sworn to support and defend and protect. He spends most of his time talking kindly and giving lectures to people and begging them to do what they ought to do without being begged. Those are the powers of the President."

# Professionals help PR students

*PRSA's Washington, D. C. Chapter members make guest appearances before PR students at University of Maryland*

**By Donald W. Krimel**

Associate Professor of Public Relations  
University of Maryland



PRSA member Allen Wagner, right, of the Washington, D. C. Chapter, tours the University of Maryland's Department of Journalism and Public Relations with student.

WHEN THE UNIVERSITY of Maryland's Department of Journalism and Public Relations set up its public relations major last fall, PRSA's Washington, D. C. Chapter members wanted to help. Maryland wasn't what you'd call reluctant. The faculty had been plaguing Baltimore and Washington PR men for advice on the new expansion for many months.

But what PRSA supplied was more than advice. At the invitation of the Maryland staff, PRSA members made a total of fourteen appearances before the beginning public relations students in the fall semester. Nine men joined in the program, most of them meeting two separate class sessions.

In doing this job, the Washington Chapter set up an Education Committee under Allen Wagner, Assistant to the Chairman of the U. S. Civil Service Commission. The Committee met with Maryland staff members, and the visitation program was hit upon as the most valuable contribution PRSA could make to the new effort in public relations education.

Wagner went before the next Chapter meeting with a list of class meeting dates suggested by the Maryland staff, explained the proposed program, and asked for volunteers. About half the members present signed up then and there, and the schedule was filled. "Easiest committee assignment I've ever had," reports Wagner.

The University doesn't expect to be able to present nine guest experts to its beginning public relations classes every semester. It does hope to continue the PRSA visitation program on a regular basis, though on a lesser scale. In the opinion of students, teachers, and visi-

tors, the project has been a definite success.

Nine guests would mean nine different men spending much time in giving enough orientation to the students—how PR operates and the vocabulary of the trade—so that they could go into the remainder of their presentations. To get around this, the lecture series was delayed until the class had been in session for six weeks. By that time the students had a skeleton picture of the public relations field gained from professor and from textbooks. Each speaker was then informed by letter of the approximate educational backgrounds of the students and their degree of orientation in public relations.

To get maximum value from the visits, it was recognized that the presentations of the men should be divided up on an organized basis. Division criteria that came to mind were media, the various kinds of publics, and the various types of institutions in which public relations might be used. The project's planning group decided, however, that the public relations job amounts primarily to problems and their solutions. That was the form of organization used. The factors

of media, publics, and institution types of course followed when lecture and discussion were under way.

The result was a case method approach, with each visitor telling of his organization briefly, then giving a specific problem of his. It was not done in the depth often used in case approach—such as in the newly developed field of human relations study—but this was a beginners' class. Those of the men who allowed themselves only one class period didn't get much farther than the description phase. The majority came back for a second visit, and in it the students quizzed and—with the full, fine confidence of youth—made suggestions.

This lecture project helped fill one of the most noticeable holes in classroom teaching of public relations. Bright students can pick up the vocabulary of the trade rather easily. They can absorb "standard doctrine" as to the well-accepted approaches to public relations problems. One of the prime lacks remaining is in their ability to adapt their vocabulary and their approaches to actual problems. Public relations teachers who test on whether the student has learned well from the text and lectures



Donald W. Krimel began teaching public relations in 1946 at Ohio University. After a few months he invited some leading PR executives to Ohio to criticize his program and advise. Response was so willing and so helpful that he's been tying in the professionals very closely with his courses ever since. Mr. Krimel is now Associate Professor of Public Relations at the University of Maryland. He has a Master's degree in journalism from the University of Wisconsin, is now completing a Wisconsin political science doctorate with a dissertation on federal government public relations.

often are happy over their success. Teachers who test the student's ability to adapt what he knows to an actual problem sometimes are discouraged.

This presentation of actual problems by the men handling them brings a whole new dimension into the classroom, and it becomes highly effective when a discussion period is included following the description of the problem. The pattern of thinking of the student, who has spent fifteen or sixteen consecutive years in school, is glued to the textbook and the lecture.

He is bored, is good at concealing his boredom in most cases, and is highly skilled at passing courses while intellectually in a sleep-walking state. The visitor-with-a-case-problem jars him out of that state, and if the experience at Maryland is any criterion, he likes it.

Another advantage of the program is that it gives the students a look at the real article, in sufficient numbers so that a general impression may be formed. The brutal truth is that seeing these successful PR men gives the students confidence that in time they are going to be able to do the job. These are not paragons that appear, but ordinary men.

By supposition from the nature of their work, public relations men should be cut from just the same pattern, each one dressed just so and smiling just so at exactly the right time. Instead, they are all kinds of people, and what is more, to the student's infinite relief, they make all kinds of mistakes, almost as many as the professors. Whatever sacrifice in status this may entail on the parts of the visitors, it does wonders for the student's morale and thus stimulates his interest in doing a good job in public relations. The business-like, quiet appearance of the visitors also serves to allay the student's impression that public relations men reside in a storied land of bilk and money.

Maryland was especially fortunate in the men who entered into the visitation program and in the variety of their approaches in public relations. Wagner and Walter Bonney, Assistant to the Executive Secretary of the National Advisory Committee for Aeronautics, were government executives recently recruited from business public relations, and able to compare the fields. Col. Robert S. Henry, Vice President of the Association of American Railroads; Maurice Ryan, Washington Representative of the American Hotel Association; and Paul Selby, Executive Vice President of the National Consumer Finance Association,



Visiting lecturer John Gibbons, of PRSA's Washington, D. C. Chapter, shows University of Maryland's students one of his demonstration devices.

represented great trade associations. Walton Onslow and Ludwig Caminita head their own public relations firms in Washington. E. Cleveland Giddings, Vice President of Washington's Capital Transit Company, and John Gibbons, Public Relations Director of the Automotive Safety Foundation, each had a distinctive specialty in public relations work.

Thorough use of the lecturers included discussing their material in detail at class sessions following their appearances. In some cases the students out of awe or tact had kept quiet when they had questions for a guest which they thought might be construed as rude. These came out in later discussion.

In class, the push and pull that make good discussion came when, for instance, the students tried to fit the visitor into the mold they had learned to recognize as "standard" public relations. Of course, the field is not yet so well defined that every PR man can be expected to fit even a very accommodating mold.

Without such practical hurdles as office politics to face, the students could be very demanding of the visiting experts. For instance, they were insistent, as so many practitioners wish they could afford to be, on proper distinction between sales promotion and public relations. They frowned darkly on examples of inability to sell management on keeping a clean house, the first step according to (usually practitioner-written) textbook formula. They were highly interested in what the expert had done when that first textbook step could be taken only partially or not at all.

The guests in several cases say that they were pleasantly surprised at the degree of familiarity with public relations thinking that the students were able to attain in the classroom, and at the resultant ease of their communication with the students. The contribution of the professionals has been a powerful boost toward additional understanding of public relations. Maryland hopes they'll be back. • •

## Going to Washington

(Continued from page 14)

tax a year ago the witnesses for a certain "youthful" industry—without benefit of clergy (professional economic advisors)—applied for a form of "relief" for which only a small minority of industry-members could qualify, under the terms proposed. The embarrassing fiasco was complete when Congress gave them what they asked for—and the majority of the industry found it served no useful purpose! On the other hand, in those same hearings the businessmen representing another rapidly growing industry that would have been severely penalized under the general formula for computing such tax liability obtained the substance of their aspirations, thanks to the preliminary calculation by their economists of a growth formula that works out in practice as designed.

Congress, like the executive departments and administrative agencies earlier, is becoming hard-boiled. But a businessman witness flanked on one side by legal counsel, on the other side by economic counsel, with public relations counsel discreetly in the background, and presenting an argument discriminately organized, buttressed by skillfully mobilized facts, and expressed in language that even lawyers can understand will still be listened to in Washington. More and more, along the

Potomac a premium is being put on facts and figures, a discount on forensic flights and fumbling flourishes. In selecting an approach to consumers, public relations executives and counsellors, perhaps under the tutelage of hard-boiled advertising men, long ago learned the persuasive potency of figures—in both senses of that ambiguous term. By and large, in selecting an approach to legislators, they have still to learn the value of figures, not alone of the numerical variety but even more, if we may so speak, of the curvaceous type! Lest our poor powers of expression lead to misunderstanding, let us add that we mean: the type that can be charted!

Such figures are something like atoms: they pack a punch. Though harmless in themselves, their elements arranged in the right pattern can be explosive. Though lifeless, they have vital significance. Though abstract and insubstantial, they are the measure of every material thing. Though slippery, they make a point stick. Though silent, they speak with authority. Especially nowadays in Washington, if handled dextrously they fill the bill! Or if mishandled they kill the bill—and probably reduce its sponsor to (sackcloth and) ashes. Making a specialty of such figures, economists, it appears, have quite a future—perhaps enough to spare for a loan to their needy cousins, the public relations specialists. • •

## Labor's political PR

(Continued from page 5)

time, but just as the Republicans suffered a half-century ago by the Wall Street aura that was personified by Mark Hanna, any labor-supported candidate may suffer in 1952 by the class-conscious-economic aura that attaches to union sponsorship. Unions are becoming associated in the public mind not only with power but with wealth. Union treasuries are believed in many quarters to swell with millions. When the general public begins to view the labor leader as a labor tycoon, then he becomes just another Mark Hanna so far as his political appeal is concerned.

The union leaders' public relations objective therefore must be to equate in the public mind organized labor with the American public. Insofar as it succeeds in persuading the voting public that what 16,000,000 union members and their families want is what also is best for the country, then there is a chance that labor will become a vital and continuing political force in America. But if it succeeds only in identifying itself as another predatory power which seeks political advantage at the expense of other segments of the population, then its political days are numbered. • •

## Four Kinds of Management

In a recent "appraisal of management," Lawrence A. Appley, President of the American Management Association, listed four kinds of management now functioning:

(1) **Clear in Purpose and Sound of Action:** That industrial and business management which: *understands the true nature and responsibilities of management; carefully and conscientiously selects and develops members of the management team in line with required qualifications and preparations; is guided in its actions by the firm belief that the products and services which it distributes are means through which the employees of that company may render a real service to society with deep personal satisfaction.*

(2) **Sincere in Desire and Earnest in Effort:** That management which: *realizes that there is something much broader in the nature and responsibilities of management than it now comprehends and is trying to discover it; recognizes that members of the management team must be carefully selected and trained and is trying to do something about it; is searching for the true combination of the interests of management, employees, and of society in a common goal.*

(3) **Unaware and Unfortunate:** That management which is doing a routine day-in-and-day-out, run-of-the-mine management job *without being particularly aware*

of the tremendous forces and influences that are at work upon management and *without realizing or taking any special measures to establish any other goal than distribution of product and service at a profit.*

(4) **Anti-Social and Outmoded:** That management which is *anti-social* and sees only the single purpose of making money through shrewd manipulation of funds and exploitation of people.

The number of managements, Clear in Purpose and Sound of Action, is increasing slowly but surely, Mr. Appley believes. "Some of our largest companies, running into the tens of thousands of employees, as well as numerous small ones, can be found in this group."

"The number of managements, Sincere in Desire and Earnest in Effort, is increasing very rapidly—at an amazing pace. There never has been in the history of this country such a sincere searching for answers as are found in this group."

"The Unaware and Unfortunate segment is diminishing in number and that is inevitable because of the pressures that are at work."

"It is extremely difficult to estimate how many managements remain among the Anti-Social and Outmoded but it is fair to say there are far too many. Those to be found in this last group are doomed to failure. That kind of management is long since outmoded."

# It's tough going—but we're making progress!

*A report on some of the difficulties and developments connected with the research program which is being conducted by the PRSA Commission on the Social Sciences*

**By Rex F. Harlow**

Chairman, PRSA Commission on the Social Sciences

*(It is clear that a new body of knowledge about people is rapidly growing in this country, and that this new knowledge from the social sciences will ultimately affect almost every human institution and activity, including business and industrial management, government, and the professions—especially public relations.*

*For this reason, we believe all public relations people should be closely following the activities of the Commission on the Social Sciences, headed by Dr. Rex F. Harlow, whose preliminary statement is published herewith.—Editor)*

AS A PUBLIC RELATIONS MAN, have you held the cherished conviction that regardless of how wrong a person could be, if you were permitted to give him facts you could change his views.

Well, according to the recent findings of at least two distinguished social scientists, your conviction isn't justified. You may or may not agree with these findings. But facts alone, say the scientists, have little effect in changing attitudes, opinions, or motivation. In the language of one of the scientists there is "no close sequential relationship between changes in factual information and changes in attitudes, opinions, or motivation". He concludes by saying, "There must be a big increase in information to produce even a minor improvement in personal commitment".

The other scientist points out that the process of changing an attitude is much more complex than to tell the person who holds an attitude that it is wrong. It is necessary to discuss or analyze the *object* of his attitude, making him see new values or features of the object. If he realizes that he has not seen the object clearly or in a true

light he may be persuaded to change his attitude toward it.

Of course the process is not nearly as simple as even this, however. But it will do to illustrate some of the useful values that are embedded in the multitude of research activities of social scientists, awaiting discovery by PRSA's Commission on the Social Sciences (the new name given the Commission on Research by the Executive Committee at its meeting January 17).

Generalizations, or principles, apparently are chiefly what will be uncovered during the first year's survey by our Commission. The application of these principles to our own daily public relations tasks will have to be made by us. For, we must remember, scarcely any social science research is being carried on directly in the field of public relations.

Yet a substantial portion of what is being done by social scientists is applicable to our field, as selected findings from two or three research projects illustrate.

## Study on participation

One study shows that participation in decision-making, goal-setting, etc. increases employee morale and productivity. But the amount and character of participation need to take into account the values and expectations of the people involved. And either too little or too much participation relative to one's expectations can produce an adverse effect. Thus participation is at once a very helpful and a very delicate tool in building, maintaining and increasing morale. It is a tool with which we in public relations can well become more familiar and use more scientifically.

Another study shows that we tend to

take our cues from similarities only. We overlook differences. Before we contrast, we compare. Similarities or relationships must be noted before differences can have significance as differences. These findings suggest many uses for the public relations worker who is interested in influencing public opinion.

Still a third study points out that in seeking a change in the attitude, motive, opinion, procedure or behavior of a person, we cannot observe the change that takes place unless we watch what the person *does* and stop cataloging what he *is* and the characteristics he *has*. Such cataloging nearly always carries implications of permanence and puts us off guard for change. A correlative finding indicates that to estimate the extent and nature of changes that *will* take place it is necessary to know something about changes that have *already* taken place, which calls for examination of a series of past events. These findings warn that every day is a new day, and every public relations activity is a new activity. Everything we do must be measured in terms of its currency. What was sufficient yesterday may not be sufficient today and probably will not be tomorrow.

## Realize importance of program

Every day we of our Commission realize more fully the importance of our program and the difficulty of carrying it on. Even deciding how to do our job is proving to be a tough assignment. Certain PRSA members are saying, "You fellows have got to tie this thing down to a few things you can do, then get to work doing them. You can't scatter all over the universe and expect to come up with anything useful at the end of a year's survey". Others are certain that the way to do our job is to select a few of the more pressing practical problems faced by our profession and find out if the social scientists have done any research that sheds light on the solution of these problems. Such suggestions, hardly any two alike, are coming from all sides.

How pleasant it would be if our difficulty could be resolved as easily as these suggestions indicate. But can it be? We of the Commission do not think so. Such approaches fly directly in the face of both the purpose and methods of scientific research. The function of research, as scientists see it, is to seek the truth, as fully and thoroughly as possible, examining every piece of evidence that is available, exploring

every avenue that offers promise of shedding light on the subject under study, and then using the findings as a guide to future action.

Of course research efforts must be held within certain limits. To that extent our friends are right in suggesting that we set up limits to our efforts. But first to decide what our survey is to uncover and then seek the answers we want is far from scientific. Instead, we should seek all the facts, all the information, we can get, and see what the findings indicate for us to do. We should not decide first what we should do and then seek facts to prove we are right.

That the task we have set ourselves is exceedingly difficult, we recognize. The ramifications of a survey of the social science research activities in a nation as big as ours are immense, even though we restrict our survey to research activities significant for public relations. Literally thousands of scientists are at work on experiments and studies in the social science field. Additional thousands of students in our colleges and universities are working on research studies and experiments for use in writing graduate dissertations. Books, brochures, articles, and printed statements of one kind or another in the thousands contain reports of research studies and experiments. The whole constitutes an appalling body of important materials to read and large numbers of people to contact.

#### **Language barrier**

This alone would be enough to make our task all but impossible. But another factor adds tremendously to the complication. The social scientists—representing a dozen or more different and important disciplines—have a vocabulary all their own. They speak a language that is full of mystery for the uninitiated. A few samples of words and terms, taken out of context, illustrate the point, as for instance the following: syntality, synergy, viscosity, quantification, and sociometry; self-oriented need behavior; ego recognition interaction; ergic theory, etc. Supporting these words and terms is a great mass of technical and statistical data, presented by the scientists for the additional light it sheds upon their reports.

A difficult part of trying to extract specific information or principles from the findings of the scientists is that their research studies and investigations so frequently overlap. Different individuals and groups in scattered sections of the country are carrying on work frequent-

ly not only in related but actually on the same subjects, although approach, emphasis and goals usually are different in each case. Consequently in surveying the work that one individual or group is doing, care must be exercised not to jump to the conclusion that the findings as presented are either complete or final. It is necessary to check what others are doing in the same area, gain something of an overview or configuration of the various activities, and generalize the findings for report to our members. To do otherwise would be hasty, ill advised, and possibly harmful.

To date approximately thirty universities have been visited and about fifty social scientists working in areas of interest to public relations personally contacted. These are admittedly among the leading universities and foremost social scientists in the nation. But, even so, they represent but a fraction of the total institutions and scientists that should be covered. The mere physical task of getting over the country and seeing the people important to our purpose is tremendous. And when added to it is the specialized labor of gleaning, organizing and effectively digesting the scientific data available, the effort becomes truly forbidding. Present plans call for appointment of a qualified social scientist to assist the Commission on a full-time basis.

An incomplete survey of the research of the fifty scientists already visited has produced forty broad classifications or research topics of potential interest. Included among them are the following: attitudes, opinions, motivation, channels of communication, decision-making and group dynamics; leadership, morale, participation and prediction; reactions, responsibilities, needs and rewards; change, penalties, security and status. Undoubtedly the list of forty will be enlarged by the addition of scores of other topics.

#### **Pattern will emerge**

We of the Commission are of the opinion that, despite the apparent looseness of our trying to cover such a mass of information and data, there is hardly any other way to come to grips with the task we have set ourselves—undergirding our profession with sound scientific research. We cannot tell what research course to pursue ourselves until we have some general idea of what research has already been done in the social sciences. Presently a pattern will emerge, we believe, and then we can tighten our operation to the point where

our reports to members will be definite, practical, and useful in every-day situations.

Our view is strengthened by the opinions of the scientists who have thus far been interviewed. In virtually every instance the question has been asked, "How would you go about making our survey?" The answer has almost invariably been the same: "I think I would do it about the way you are undertaking it". Frequently after a slight pause the scientist has made the additional statement, "That's about the only way it can be done".

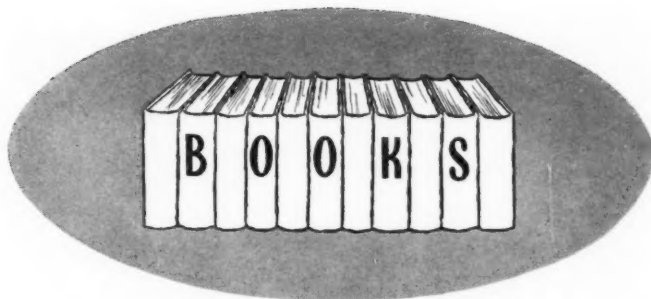
So we think we are making progress. Likely we face numerous disappointments and delays. That seems to be the lot of anyone who attempts genuine research: the way of any survey or study is strewn with disappointments and mistakes that grow out of trial and error. We have no right to hope that we will escape this fate in our program. Results may fall far short of expectations. But we feel confident that solid values will be uncovered by our year's work.

Present thinking envisions a report of the year's effort, probably in the form of a book, which likely will be published by Harper & Brothers. Each member of the Society will receive a copy. The budget as set up by Franklyn Waltman, Vice Chairman of the Commission for Finances, and approved by the Executive Committee of the Society, includes the cost of this item.

It is hoped that the published report will provide subject matter for use in regional workshops or conferences in which Society members can acquire familiarity with the substance of the Commission's findings and develop a working understanding of how to apply them in their practical affairs. This second step should aid materially in making the results of our research program of value.

A third, and possibly even more important, step planned by the Commission is to test the workability of the survey findings in actual public relations situations. The public relations officials of a few selected companies will be invited to make their organizations and programs available as laboratories for this test. The results should be of intense interest and value to all of us who work in public relations.

On the basis of developments to date, we of the Commission are convinced that we have embarked on an activity of great importance to our Society and our profession. • •



### SHAREHOLDER RELATIONS CORPORATE ANNUAL REPORT REQUIREMENTS

By Henry F. Reuter, Reuter and Bragdon, Inc., Pittsburgh, Pa., 110 pp.

*Reviewed by T. C. Thomsen, manager, Stockholder Relations, General Foods Corporation*

Basically, a primer on stockholder relations, this book should prove useful to companies that are planning to set up formal stockholder relations programs. Quite by intent I'm sure, it offers no new contributions in the form of either philosophy or techniques. Its major value lies in being a fairly complete report of the concepts and techniques that are in common industrial practice today.

In a surprisingly small number of pages (110 in all) it manages—and quite successfully—to cover the reasons for a stockholder relations program; how to use the annual report, interim reports, annual meeting, financial publicity advertising, regional meetings, stockholder surveys, and stockholder correspondence in building stockholder good will; plus chapters on annual report requirements in various states, how to fill out the 10-K Annual Report Form required by the SEC, and an analysis of 200 annual reports. There's plenty of valuable information and good sense in this book, and fortunately a modicum of words gets the points across easily and effectively.

In a book of this kind there is a tendency to oversimplify. For example, the author states that the objective of a stockholder relations program is to achieve stockholder goodwill. It would be more to the point to say that its purpose is to achieve that kind of working relationship between stockholders and management which both parties find acceptable and which is in the best interests of the corporation.

In one of the latter chapters of the book, Mr. Reuter has some interesting comments to make about that phase of stockholder relations which is concerned with the financial community. He is impressive in his praise for the National Federation of Financial Analysts Societies and its eleven local societies, and he makes a good case for management working closely and cooperatively with them and their members. Of particular interest is the author's list of what security analysts look for in companies' annual reports.

One of the more unusual features about Mr. Reuter's book on achieving stockholder understanding is that it is highly understandable. This marrying of form and content is commendable. It should earn a considerable number of readers for Mr. Reuter, despite the book's specialized subject matter. • •

### INTERPRETING THE CHURCH THROUGH PRESS AND RADIO

By Roland E. Wolseley. Muchlenberg Press, Philadelphia. 352 pp.—\$3.75.

*Reviewed by John L. Fortson, Director of Public Relations, National Society for the Prevention of Blindness.*

This volume contains a great deal of information useful to persons engaged in publicizing church activities: sound advice on how to get along with reporters and radio men, practical ideas for making the best use of advertising, church bulletins, and other printed materials. The church publicist with little experience in publication or publicity work will find the appendix especially valuable. It contains a press chairman's manual, a public relations program outline, style sheet, press and radio glossary, and a book list.

But unfortunately the manner of presenting these good ideas is frequently hazy and confusing. In his zeal to cover the whole ground of press and radio for

the beginner, Mr. Wolseley too often includes irrelevant details that serve only to obscure the really important ideas. For example, he gives some useful points on how to achieve a clear, concise writing style. Then he goes on to suggest that a writer of publicity copy should also make a careful study of the style-book of the paper or papers to which he is sending the publicity release—and tailor his copy accordingly. Of course it is simply not true that a publicity writer must pay attention to a particular paper's style for capitalization, punctuation, etc.

Occasionally Mr. Wolseley takes us too far into the realm of academic hairsplitting. In talking of news definitions: "A church school's request for a lion is not news, but it is the basis for a feature story." Now, whether such a request is the basis for a *straight-news* story or a *feature-news* story is of no consequence to the church publicity worker whose main question is this: What kind of copy will the papers print? It is difficult enough to teach non-journalists to understand what makes news, without introducing quibbling of this kind.

In his opening chapter Mr. Wolseley makes the mistake of assuming there is a wide gulf separating the public relations practices of religious and non-religious groups. He urges caution in utilizing the advice of professional public relations people because they "seek mainly to put the best face on the actions and policies of the institutions they represent," and "at times the professional public relations expert, accustomed to using sly methods . . . resorts to policies which cheapen the church."

Certainly the publicizing of an Easter Service is one thing; the promoting of a Broadway musical quite another. And it is true that commercial promotion methods cannot be lifted bodily and applied to the religious field without proper adaptation. But it does not follow that all commercial methods are therefore inherently evil, as Mr. Wolseley seems to suggest. And it is astonishing that Mr. Wolseley should report to his readers that "sly methods" are characteristic of professional public relations. By way of correction it should be noted that in *good* public relations practice there is more good religion than most churchmen would suspect. And to the churchman interested in interpreting his church to the public it should be said: He has only begun to utilize the good will, and the readiness to help, that exist among people in public relations, publicity and advertising. • •

## NEWS IN VIEW



Canadian Region  
**WILLIAM E. AUSTIN**  
Public Relations Director  
Dominion Brewers Association  
Ottawa, Canada



Central Region  
**GEORGE M. CROWSON**  
Assistant to the President  
Illinois Central Railroad  
Chicago



Eastern Region  
**WALTER W. BELSON**  
Director of Public Relations  
American Trucking Assns., Inc.  
Washington, D. C.



New York City Region  
**JOHN W. HILL**  
President  
Hill and Knowlton, Inc.  
New York



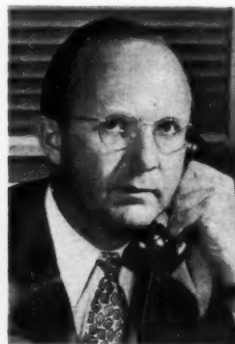
Southern Region  
**HORACE C. RENEGAR**  
Director of Public Relations  
Tulane University  
New Orleans

### PRSA's Regional Vice Presidents—1952

Serving as administrative heads for the Society's program in the seven geographical regions, the Regional Vice Presidents compose the national Development Committee, which builds membership and chapter strength. William G. Werner, as PRSA Vice President, is Chairman of the Committee.



Southwestern Region  
**HARRY C. WEBB**  
Ass't. to President-  
Director of PR  
Texas Gulf Sulphur Company  
Houston



Western Region  
**BURNS W. LEE**  
President  
Burns W. Lee Associates  
Los Angeles



**PAUL GARRETT**, General Motors' Vice President in Charge of Public Relations, addressed PRSA's Detroit Chapter January 29 on dealer relations aspects of a company's community relations program. (Story on page 24).



**DONALD B. McCAMMOND**, President of the New England Chapter, PRSA, and Assistant to the Director of the PR Dept. of the Monsanto Chemical Co., opens the panel discussion at the dinner meeting of the New England Chapter held at the Yale University Faculty Club, February 8. Lauren D. Lyman (Left), Vice President of United Aircraft, was on the panel of UAC representatives which answered floor questions about United's PR policy. PRSA President Ed Lipscomb is at the right.



## NEWS SECTION

MARCH, 1952

### West Coast chapters plan regional PR conferences

**Meetings planned in conjunction with  
PRSA Board of Directors Spring Meeting**

Planned to coincide with presence on the West Coast of PRSA's Board of Directors for its Spring Meeting, the first such event to be held in the Far West, Los Angeles and San Francisco Bay Areas Chapters of PSRA have announced special regional PR conferences for members and their guests, during the April 20-26 period which has been designated as "West Coast PR Week."

The Los Angeles Chapter will hold its third annual conference Tuesday and Wednesday, April 22-23, in cooperation with the University of Southern California, on the latter's campus. The upcoming meeting is planned as a two-day affair for the first time, and will be under the immediate supervision of John E. Fields, the Chapter's Vice President (Program) who is Director of Development of the University. Many of PRSA's officers and Board members will participate in the meeting discussions and will be featured speakers on the program.

The San Francisco Bay Area Chapter will stage its meeting on Thursday,

April 24, at the Fairmont Hotel. As is customary in such programs which have been given annually for several years by the Chapter, a large public "PR Luncheon," planned for the hotel's Venetian Room, will highlight the day's program, and focus attention of the community on the event. In past years, leaders from all segments of San Francisco business and professional life have attended the luncheons. PRSA officers will be featured on the day's program with local business and PR leaders, and PRSA Board members will be on the Coast early to attend this event, as well

*(Continued on page 26)*

### Secretary Sawyer thanks PRSA for assistance

U. S. Secretary of Commerce Charles Sawyer has written PRSA's Past President Milton Fairman regarding a public service contribution made during 1951 by three PRSA members. At the request of the Secretary, through



**Secretary Sawyer**

Stuart Peabody, The Borden Co.,

Vice President in Charge of Advertising, who is a member of Mr. Sawyer's advisory group of PR and advertising men, Mr. Fairman appointed three members of the Society to study and develop a report on the public information program of the National Production Authority

The PRSA members, who served as an independent committee of PR executives, are: Walter W. Belson, Director of Public Relations, American Trucking Associations, Inc., Washington, D. C.; Edgar S. Bowerfind, Director, Public Relations, Republic Steel Corp., Cleveland, O.; and Ludwig Caminita, Jr., PR Counsel, Washington, D. C.

The Secretary's letter follows:

January 31, 1952.

Dear Mr. Fairman:

Stuart Peabody has told me of your assistance to him in enlisting the cooperation of the Public Relations Society of America which made possible the report on the public information operation of the National Production Authority which I received a short time ago.

This is one more example of the willingness of businessmen to render valuable public service, which is very heartening in these times.

I hope it will not be too long before I can thank you in person and meanwhile I hope you will extend to your colleagues in the Public Relations Society of America my appreciation and best wishes.

/s/ CHARLES SAWYER  
Secretary of Commerce

### US Chamber of Commerce appoints PR Advisory Committee

Means for improving the public relations work of the Chamber of Commerce of the United States are under study by a newly created Public Relations Advisory Committee.

At its first meeting the Committee heard Chamber officials explain the structure and program of the organization.

Chamber President D. A. Hulcy announced appointment of a subcommittee to recommend plans for stimulating the interest of businessmen in national affairs. Harold Brayman,\* PR Director for Du Pont, was named Chairman. Members of the full committee are:

Herman W. Steinkraus, President-Board Chairman, Bridgeport Brass Co.;

F. L. Black,\* PR Director, Nash-Kelvinator Corp.; Richard L. Bowditch, President, C. H. Sprague and Son Co.; E. S. Bowerfind,\* PR Director, Republic Steel Corp.\* Frederick Bowes, Jr.,\* PR and Advertising Director, Pitney-Bowes, Inc.; Harold Brayman, PR Director, E. I. du Pont de Nemours and Co.; Harry A. Bullis, Board Chairman, General Mills, Inc.; Verne Burnett,\* Partner, Verne Burnett Associates; Frank P. Callahan, General Electric Co.; Charles E. Carll,\* PR Director, Ford Motor Co.; Ralph C. Champlin,\* Vice President, Public Relations, Pennsylvania Railroad Co.

Also W. Howard Chase,\* PR Direc-

*(Continued on page 26)*

## Chapter news notes

### CINCINNATI CHAPTER

Henry E. Abt, President of Brand Names Foundation, Inc., addressed a meeting of the Cincinnati Chapter, PRSA, February 7. Mr. Abt outlined the methods being used by the Foundation to implement an elaborate advertising and publicity campaign. He outlined the conditions that necessitated the organization of the Foundation and said they had reduced all of the appeals to the "lowest common denominator" and then had asserted every force to exploit a simple statement of fact.

William G. Werner, President of the Cincinnati Chapter and Vice President of PRSA, presided. • •

### COLUMBUS CHAPTER

As a preparatory step toward developing the forthcoming All-Ohio Public Relations Conference to be jointly sponsored by PRSA's four Ohio Chapters, the following society members were guests at the February 21 Columbus Chapter luncheon at the Fort Hayes Hotel in the Ohio capital:

William G. Werner, Mgr. of PR Division, The Procter & Gamble Co., Cincinnati; PRSA Vice President; and President of the Cincinnati Chapter, PRSA. George M. Crowson, Ass't to the President, Illinois Central Railroad, Chicago; and PRSA Regional Vice President. E. Leo Koester, Cincinnati Chamber of Commerce; and First Vice President of the Cincinnati Chapter, PRSA. Frank A. Uniack, Director of Adv. and PR, Cleveland Diesel Engine Division, General Motors Corp.; and President of the Northeast Ohio Chapter, PRSA.

Mr. Crowson spoke on a public relations profession development theme, "Where Are We Going?" • •

### DETROIT CHAPTER

How General Motors built a comprehensive dealer-community and public relations program was detailed to the Detroit Chapter on January 29 at the Statler Hotel by Paul Garrett, GM Vice President in Charge of PR.

Garrett told the more than 120 members and guests, "Your dealers in each community represent the company to

the people in that community, therefore building public acceptance for the company must be done by the dealers there."

He said, "Sell the idea that not only must public relations policy be guided by the public relations department but that every management decision has an important PR aspect."

Garrett indicated that all decisions by management have a bearing on public acceptance of the product.

"The dealer organization must carry the burden of building public acceptance," he declared.

He revealed how GM set-up plant-city committees to help bridge the gap of community relations. The big problem was to get the people on your payroll to realize that it was good business for them to carry the public relations program forward in their community.

Part of the problem was solved by the publication of a booklet prepared by the General Motors Public Relations Department entitled *GM Dealers Can Make More and Better Friends*. In the booklet was a complete community relations guide for dealers. The booklet, while designed as a guide, was primarily useful as a thought starter for dealers.

Garrett indicated that dealers could

be especially helpful in answering negative impressions about the company because such attitudes are often the result of the lack of knowledge. • •

### LOS ANGELES CHAPTER

This chapter, which, because of growing territorial interest and influence, will petition PRSA's national Board of Directors at its Spring Meeting to approve change of name to "The Southern California Chapter", held its first meeting of the new year January 29, at the Nikabob, in Los Angeles. This was the first meeting for the 1952 officers, recently announced as: President, Ed Baumer; Vice President (Program), John E. Fields; Vice President (Membership), Harold P. Levy; Secretary-Treasurer, Paul K. Walp.

Following the theme, *Effective Communications Technique*, the first meeting of a series intended to perfect oral, visual and written presentations, had discussion led by Dr. Milton C. Dickens, Head of Speech Department, University of Southern California, and Dr. Gleen Gooder, Assistant Professor of Speech, George Pepperdine College.

Members saw sound movies taken during a University of Southern California study project on stage fright of students. The subjects were called upon to make a speech without prior knowledge that their reactions would be photographed and their talks recorded. The evening was devoted to analysis of better public speaking habits, and audience-and-panel question period developed excellent contributions. • •

(Continued on page 29)



AMONG THOSE PRESENT at the first formal meeting of the Wisconsin Chapter, PRSA, were (l. to r.): K. W. Haagensen, Director of Public Relations, Allis-Chalmers Mfg. Co., and President of the Wisconsin Chapter; Francis F. Gregory, Merchandising Coordinator, A. O. Smith Corp., Chairman of the meeting; Ralph O. Nafziger, Dean of Journalism, University of Wisconsin; Ed Lipscomb President, PRSA; Mrs. John H. Murphy, Director of Public Relations, Milwaukee School of Engineering.

## Membership Postings

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 2 West 46th Street, New York 36.

### Active Membership

**Paul Lamar Austin**, Dir. of PR, U. S. Naval Hospital, Corpus Christi, Texas. Sponsors: Harry C. Webb and George Kirksey.

**Earle Palmer Brown**, Partner, Onslow and Brown, 1028 Connecticut Ave., N.W., Washington 6, D. C. Sponsors: Walton Onslow and Allen Wagner.

**Harry N. Bulow**, PR Counselor, Warwick & Legler, Inc., 230 Park Ave., New York 17, N. Y. Sponsors: Harry A. Berk and Denny Griswold.

**Douglas Campbell**, Dir. of PR, The Pure Oil Co., 35 E. Wacker Dr., Chicago 1, Ill. Sponsors: George C. Reiting and Joseph F. Fitzgerald.

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**C. Dudley Foster**, In Charge of PR, General Electric Co., Lamp Div., Nela Park, Cleveland 12, Ohio. Sponsors: Paul A. Eden and Ann E. Stevenson.

**Vincent R. Fowler**, Secretary-Treasurer and Account Executive, Bozell & Jacobs, Inc. (N. Y.), 2 West 45th St., New York 36, N. Y. Sponsors: Donald D. Hoover and Nathan E. Jacobs.

**(Mrs.) Anita G. Frankel**, Vice Chairman—PR, Rochester Chapter of the American Red Cross, Clinton Ave. S., Rochester, New York. Sponsors: Thomas F. Robertson and Swayne P. Goodenough.

**Leif Gilstad**, V. P. - Coordination, Transportation Ass'n. of America, 130 N. Wells St., Chicago 6, Ill. Sponsors: Charles Barney Cory and Russell G. Creviston.

**Charles W. Granger**, PR Counsel, Michigan-Wisconsin Pipe Line Co., 282 W. Main St., Waukesha, Wis. Sponsors: Carl G. Mayer and George L. Staudt.

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**L. Harold Lindbeck** Dir. of PR, American Temperance Society, 6840 Eastern Avenue, N.W., Washington 12, D. C. Sponsors: Joseph E. Boyle and Harold K. Philips.

**Howard A. Marple**, Dir. of Adv. and PR, Monsanto Chemical Co., 1700 S. Second Street, St. Louis 4, Mo. Sponsors: Dan J. Forrestal and R. Fullerton Place.

**George Mascott**, Executive V. P., Kentucky Chamber of Commerce, 317 Fincastle Bldg., Louisville 2, Ky. Sponsors: Floyd I. Fairman and Keen Johnson.

**Walter M. Megronigle**, Mgr., PR Div., Ketchum, Inc., 1400 Chamber of Commerce Bldg., Pittsburgh 19, Pa. Sponsors: Stanley R. March and McClean Work.

**Edwin R. Moore**, PR Representative, Nash-Kelvinator Corp., Nash Motors Div., 5626 25th Ave., Kenosha, Wis. Sponsors: Milton H. Frank and Allen H. Center.

**Henry Obermeyer**, V. P., Bozell & Jacobs,

Inc., 2 West 45th St., New York 36, N. Y. Sponsors: Donald D. Hoover and Nathan E. Jacobs.

**Norman Reader**, Public Information Dir., French Government Tourist Office, 610 Fifth Ave., New York 20, N. Y. Sponsors: Thomas D. Yutzy and Pendleton Dudley.

**Byron W. Reed**, V. P. in Charge of PR, Bozell & Jacobs, Inc., 510 Electric Bldg., 17th and Harney Sts., Omaha 2, Neb. Sponsors: Donald D. Hoover and Nathan E. Jacobs.

**Andrew T. Rolfe**, Dir. of Public Education, Tax Foundation, Inc., 30 Rockefeller Pl., New York 20, N. Y. Sponsors: K. C. Pratt and Herbert M. Baus.

**William Scholz, Jr.**, Mgr., Community Relations, General Electric Co., 1285 Boston Ave., Bridgeport 2, Conn. Sponsors: Fred Bowes, Jr., and Walter G. Barlow.

**Carl G. Sedan**, Mgr., Detroit Convention and Tourist Bureau 626 Book Bldg., Detroit 26, Mich. Sponsors: Walter T. Murphy and Howard E. Hallas.

**John H. Sembower**, Mgr. of PR, Shell Oil Co., 100 Bush St., San Francisco 6, Cal. Sponsors: G. Stewart Brown and C. E. Crompton.

**L. G. Shreve**, President, Counsel Services Inc., 219 W. Monument St., Baltimore 1, Md. Sponsors: Ed Lipscomb and Mary Vaughan King.

**Dean S. Sims**, Mgr. of PR, The National  
(Continued on page 30)

## ANTA establishes new division for community, industrial shows

Robert W. Dowling, Chairman of the Board of the American National Theatre and Academy (ANTA), recently announced the formation of the ANTA Department of Community and Industrial Showmanship. According to Mr. Dowling, this department will constitute an extension of ANTA's Congressionally chartered services to communities and organizations throughout America and will supply theatrical technical personnel and know-how to community celebrations, industrial anniversaries, expositions, conventions and other related forms of applied showmanship.

"This department," asserted Mr. Dowling, "forges another first-hand contact between ANTA and the American community not yet receiving the full benefits of ANTA's national services. Wherever a city function can use real, live drama to communicate civic and

cultural values to its citizens, ANTA is ready to serve. In this way, the theatre can reach outside the entertainment field, and more fully become integrated in civic life."

The activities of the newly formed ANTA department will be under the direction of Alfred Stern. He recently directed Detroit's year-long 250th Birthday Festival and has been associated with such community projects as the Bicentennial of Reading, Pa., The Detroit Automotive Golden Jubilee, The Centennial of Winston-Salem, N. C., and many more.

A group of theatrical specialists will be organized to function with the new department which will make its headquarters at the ANTA Playhouse, 245 West 52nd Street, N. Y. C. Miss Helen Hayes is President of ANTA. • •

## U S Chamber appoints PR committee

(Continued from page 23)

tor, General Foods Corp.; **Roscoe C. Clark**,\* PR Manager, Eli Lilly and Co.; **William N. Connolly**,\* Advertising Director, S. C. Johnson and Son, Inc.; **Dale Cox**,\* Director of PR, International Harvester Co.; **Harold L. Curtis**,\* Ass't. to the President, Shell Oil Co.; Charles A. Dilley, Secretary, Cleveland Graphite Bronze Co.; **John L. DuPree**,\* Partner, Ivy Lee and T. J. Ross; **Milton Fairman**,\* PR Director, The Borden Co.; **George H. Freyermuth**,\* PR Dept., Standard Oil Co. (N. J.); **Arthur P. Hall**,\* PR Director, Aluminum Co. of America; **Dechard A. Hulcy**, National Chamber President and President, Lone Star Gas Co.; **Keen Johnson**,\* PR Director, Reynolds Metals Co.; **L. E. Judd**,\* Dir. of PR, The Goodyear Tire & Rubber Co.; **Harry T. Kendall**, Board Chairman, Weyerhaeuser Sales Co.

Also **Louis Lundborg**,\* Vice President, Bank of America; **William J. Mougey**, Washington Office Manager, General Motors Corp.; **Maurice K. M. Murphy**, President, Boiling Springs Savings and Loan Association; **Charles G. Nichols**, Pres. & Gen. Mgr., The G. M. McKelvey Co.; **Conger Reynolds**,\* PR Director, Standard Oil Co. (Ind.); **James P. Selva**,\* Partner, Selva and Lee; **Otto A. Seyferth**, National Chamber Board Chairman and President, West Michigan Steel Foundry Co.; **Rex Smith**,\* Vice President, Public Relations, American Airlines; **Gerry Swinehart**,\* President, Carl Byoir and Associates, Inc.; **Richard P. Waters, Jr.**,\* Public Services Dept., John Hancock Mutual Life Insurance Co.; **Stanley F. Withe**,\* Mgr. Public Education Dept., Aetna Life Affiliated Companies; and **B. E. Young**, Assistant to the President, Southern Railway System. • •

\* PRSA members—Editor.

## Corporate surveys studied by industrial publicists

The value of a survey to a corporation was outlined by two speakers in a case-history presentation before the February meeting of the Industrial Publicity Association (February 13) at the Hotel Bedford, New York City. The meeting marked the fifth year of the group's existence.

**Dr. Albert D. Freiberg**,\* First Vice President of The Psychological Corp., in charge of its market research division, described the techniques employed to secure a regular "psychological barometer," and how questions in behalf of the American Can Co., were developed within the questionnaire.

**J. Whitney King, Jr.**, Manager of the Advertising and Marketing Section of American Can Co., told how the survey results were put to work. He said the returns were used; 1.) to advise manage-

ment; 2.) to provide the company's advertising and publicity forces with raw material; 3.) to bolster the selling activities of salesmen; and 4.) to "weld" customers to American Can by providing a service not generally available.

The specific survey under discussion had to do with the reaction of urban American families to the introduction of frozen concentrates of fruit and vegetable juices. In the concentrate field, Mr. King said, cans are currently being consumed at a \$13,000,000 a year rate.

The Industrial Publicity Association is a workshop-type group of publicists. **Mrs. Brahna C. Hutchins**,\* President of Sheldon, Morse, Hutchins and Easton, and President of IPA, presided at the meeting. • •

\* PRSA members—Editor.

## West Coast PR conferences

(Continued from page 23)

as the Southern California session which precedes it.

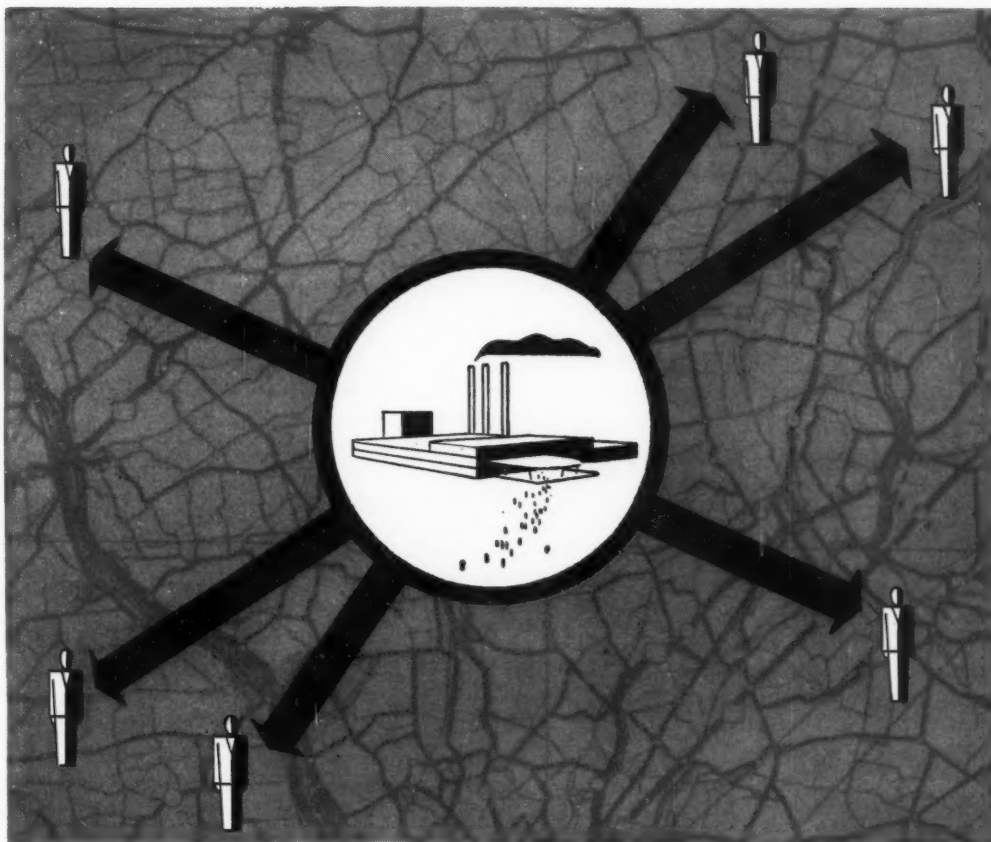
PRSA's Board of Directors will meet in a two-day session at the Fairmont Hotel on Friday and Saturday, April 25-26. All PRSA members are invited to attend the sessions as spectators, and in every instance members are requested to arrange for their own room accom-

modations direct with the hotel.

Among subjects on the Spring Meeting Agenda (the first of the Board's three meetings of the year) are study of progress reports of all the standing committees of the Society including the new Commission on the Social Sciences; entertainment of proposals for participation in international public relations developments of a professional nature; consideration of several new proposals

for professional development within the Society, and in its relationships to business, government and education; and hearings on chapter petitions from at least two new PRSA member groups.

In addition to the business agenda, members of the Board of Directors and their families will be entertained by San Francisco business leaders, and several educational and entertainment tours of the city and area are planned. • •



## HOW BIG IS A PLANT'S "NEIGHBORHOOD"?

Areas of influence often are larger than management thinks. Community relations can be helped by the *longer-reaching* medium...radio.

With every improvement in mass transportation, a plant's "neighborhood" expands.

Employment applicants come from farther and farther away. The circle of local suppliers widens. And these are only two examples.

Moreover, as the area of influence grows, the need for good community relations increases. For this reason, more and more companies are turning to *radio* to carry their message... both to neighbors near the plant and to those who live beyond the reach of other local media.

In six of the nation's leading industrial areas... Boston, Springfield, Philadelphia, Pittsburgh, Fort

(Advertisement)

Wayne, and Portland, Oregon... Westinghouse stations are taking a leading part in this growing development. They are in their 32nd year of helping industry make friends with its neighbors... and they offer their experience and facilities to company management as well as to advertising agencies and public relations counselors.



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WBZ-TV; for WBZ-TV, NBC Spot Sales

## Britannica Book of the Year reports PR growth

The practice of public relations had grown in 1951 to the point where 35,000 persons were engaged in it full time, according to Dale O'Brien in his article on that subject for the forthcoming 1952 *Britannica Book of the Year*.

PRSA member O'Brien, partner in the Howard G. Mayer and Dale O'Brien public relations counseling firm in Chicago and Los Angeles, points out that of these 35,000 persons, an estimated 6,500 were employed by the federal government, 3,500 were employed by PR counseling firms, and about 25,000 were on the PR payrolls of business, industrial, educational, charitable and other institutional organizations, and of state and municipal governments.

He indicates that one very significant index of the growth of the profession is that about twice as many public relations counseling firms existed in 1951 as did five years ago. The larger of these firms had staffs ranging in size from 15 to more than 200 persons.

Surveys of public relations trends in industry in a review of concerns with assets of \$5,000,000 and more gave the following disclosures:

"Sixty companies out of 100 in a representative sample covering utilities and communications, trade, transportation and manufacturing had public relations departments. The department was headed by a Vice President in one company in five. About 70 per cent of the persons in charge of public relations for their companies reported to the President or the Chairman of the Board. Size of public relations staffs varied from one person to 200, with a department of 10 to 15 persons being

about average. Approximately one-third of the companies surveyed reported an increase in staff during the year.

"The surveys further disclosed that 82 per cent of the chief executives of corporations were taking an active part in the public relations efforts of their companies and that one-third of these officers were giving more time to public relations activities than they did five years before.

Other figures reported by the surveys and illustrating the increasing use of various tools of public relations included the following:

"Employee publications were being produced by 76 per cent of the companies in 1951 as against 57 per cent in 1947. About 74 per cent of the companies were sending regular letters to employees in 1951, whereas only 28 per cent were using this communications device five years previously.

"In 1951, 79 per cent of the large companies invited people in the community to visit their plants and learn about the companies at firsthand. In 1948, only 26 per cent of large companies had adopted this practice."

Marked uptrends were also shown, according to Mr. O'Brien, in the use of newer public relations tools, such as comic books containing general company and economic information; educational motion pictures; economics courses for the employees; and opinion surveys.

Perhaps one of the most significant findings of the surveys made was the fact that at least 70 U. S. colleges and universities were offering courses in public relations and six were granting a bachelor's degree in the field. • •

## National BBB champions door-to-door selling

Striking at the thinking behind the Green River Ordinance and similar laws which restrict door-to-door selling, the National Better Business Bureau last month issued a bulletin which defends the \$7,000,000,000 direct selling business. Called *The Right of Free Men to Engage in Legitimate Business*, the bulletin traces the ancestry of today's door-to-door salesman to the beginnings of free trade and enterprise.

While acknowledging the existence of abuses in direct selling, the Bureau points out that "there is a minority of fraudulent direct sellers just as there is a minority of dishonest retailers and mail-order firms. As is true of American business as a whole, that minority is very small. Out of 111,144 complaints received by the nation's BBBs during the first six months of 1951, only 1½%

(Continued on page 29)

## Membership Discontinued

Delmar W. Beman, Jr., The Proprietary Association, Washington, D. C.

Claire Warner Churchill, Northwest Hospital Service, Oregon Blue Cross, Portland, Ore.

Vernon R. Churchill, Oregon Journal, Portland, Ore.

Leo Epstein, N. Y., N. Y.

Hazel R. Ferguson, The Cradle Society, Evanston, Ill.

Stewart E. Fern, Hawaii Visitors Bureau, Honolulu, Hawaii.

Walter W. Finke, Minneapolis-Honeywell Regulator Co., Minneapolis, Minn.

William B. Hutchinson, III, Radio Corporation of America, Camden, N. J.

Robert F. Kane, F. H. McGraw & Company, N. Y., N. Y.

Frederick R. Kerman, Pacific Mutual Life Insurance Co., Los Angeles, Cal. (Retired)

Robert C. Klemfuss, Harry Klemfuss Associates, N. Y., N. Y.

Thomas O. McDavid, Commercial Credit Co., Baltimore, Md.

William C. Pine, Ford Motor Co. Fund, Dearborn, Mich.

Charles T. Pope, Port Washington, Long Island, N. Y.

Herbert Richardson, Bank of Canada, Ottawa, Ontario, Canada.

### NEW PRSA MEMBERS ELECTED DURING 1952

CHICAGO CHAPTER	13
CINCINNATI	10
COLUMBUS	3
HOUSTON	1
LOS ANGELES	3
NEW YORK	16
NORTHEAST OHIO	3
NORTH TEXAS	2
SAN FRANCISCO	1
WASHINGTON	2
WISCONSIN	9
MEMBERS AT LARGE	28
TOTAL	91
(Total membership—1200)	

### PATRONIZE JOURNAL ADVERTISERS

## Chapter news notes

(Continued from page 24)

### MINNESOTA CHAPTER

Don L. Short was named President of the Minnesota Chapter of the Public Relations Society of America this week at a meeting in Minneapolis. He is a public relations counselor.

Other officers include: Cyril Plattes, General Mills, Inc., Vice President; Tres Goetting, Campbell-Mithun, Inc., Secretary-Treasurer; Paul Benson, Minnesota Valley Canning Co.; Earl Savage, Jr., Addison Lewis & Associates; Edwin Emery, University of Minnesota, and John de Laittre, Farmers and Mechanics Bank, Directors.

The state group was visited this week by Ed Lipscomb, Memphis, Tenn., President of the Public Relations Society of America, and Robert L. Bliss, New York, Executive Vice President. • •

### NEW YORK CHAPTER

The new central mailing address for the New York Chapter is: Box 983, Grand Central Station, New York 17, N. Y.; and Mrs. Mary Kahovec (whose telephone number is Hollis, L. I. 4-6811) is now handling the correspondence, reports, bulletins, billings, etc., for the chapter. • •

### NEW ENGLAND CHAPTER

The Chapter Board of Directors is pleased to announce the election of the following officers of the New England Chapter: President, Donald B. McCammond, Monsanto Chemical Co., Everett, Mass.; Vice President, Clark Belden, New England Gas Association, Boston, Mass.; Secretary, Ten Eyck Lansing, Ten Eyck Lansing and Staff, Providence, R. I.; Treasurer, Harry A. Oltsch, Springfield Street Railway Co., Springfield, Mass.

Top PR brass of United Aircraft Corporation met at New Haven on February 8 with members of the New England Chapter in an unusual panel discussion.

General topic was the public relations program of United Aircraft. All discussion was off the record and questions were invited from the floor as well as from the Chapter members of the panel.

New England Chapter President Donald B. McCammond moderated the discussion, and a summary of the eve-

ning's conclusions was presented by Clark Belden, Chapter Vice President. At the head table with McCammond were United Aircraft Vice President Lauren A. Lyman, and PRSA President Ed Lipscomb, who came up from New York City with Robert L. Bliss, Executive Vice President of PRSA, for the occasion.

Representing United Aircraft on the panel were Paul Fisher, Director of PR; Kenneth Koyen, Ass't Director; and PRSA member Keith Baker, PR Mgr. of United Aircraft's Chance Vought Division in Texas.

Chapter members of the panel were Professor Norman S. B. Gras, Professor of Business History (Emeritus) at the Harvard School of Business Administration; Stanley F. Withe, Mgr. of the Public Education Dept., Aetna Affiliated Life Companies; and Ten Eyck Lansing, PR Counsel, Providence, R. I.

The dinner committee was composed of Withe and John M. Hurley, Hartford PR consultant. The affair was held at the Yale Faculty Club, through the courtesy of chapter member Richard C. Lee, Director of the Yale University News Bureau. • •

### WISCONSIN CHAPTER

Approximately 50 public relations people from cities throughout the state of Wisconsin heard Ed Lipscomb, President of PRSA, say at a recent meeting that what was needed today was a real public relations program for public relations people. The occasion was the first formal meeting of the Wisconsin Chapter of PRSA which was held in Milwaukee on February 5.

Lipscomb said that public relations people carried out organized programs for industry, civic groups and governmental bodies but that it was overlooking establishing its own program. In support of his statement the PRSA President read several recent newspaper articles which held the public relations profession up to ridicule.

Lipscomb said that a strong sense of duty toward the profession and also one's country was needed at three levels.

"It is up to each individual PR man to make the profession stronger, each local chapter to take into membership only competent people in the public relations field, and for the national Society to carry on a strong program for the benefit of all the PRSA members," said Lipscomb.

Robert L. Bliss, Executive Vice President of PRSA, told the group of some

of the Society's objectives. At the meeting, the President of the Wisconsin Chapter, K. W. Haagensen revealed that since September 21, 1951, when the Wisconsin Chapter received its charter, the group had grown from 12 to 30 members.

Among those present at this meeting were Ralph O. Nafziger, Dean of the College of Journalism, University of Wisconsin and J. L. O'Sullivan, Dean of the College of Journalism, Marquette University. Also present were Scott W. Cutlip, University of Wisconsin and Robert D. Kidera, Marquette University, both public relations instructors.

Plans were discussed for a spring meeting at Kenosha and a fall meeting at Janesville. • •

## Door-to-door selling

(Continued from page 28)

involved direct selling generally. To demolish a \$7,000,000,000 industry in the hope of catching a few thieves on its fringe is like burning down a barn to roast a pig. It violates a cardinal rule of American justice, deeply rooted in the fundamentals of fair play, that it is better for some who are guilty to escape than for the innocent to suffer."

The National Bureau states there are about 7,000 firms of all sizes engaged in direct selling. These firms employ more than a million workers to manufacture a great variety of products which are brought to householders by more than 1,500,000 salesmen and women, most of whom live in the communities where they work. The Bureau asks whether these people who occupy an established place in the business and social structure of their communities should be denied the right to engage in legitimate business. • •

## PRSA CALENDAR

April 22-23, 1952—Los Angeles Chapter Conference, University of Southern California, Los Angeles, California.

April 24, 1952—San Francisco Chapter Conference, San Francisco, California.

April 25-26, 1952—Spring Meeting, PRSA Board of Directors, Fairmont Hotel, San Francisco, California.

September 26-27, 1952—Fall Meeting, PRSA Board of Directors, St. Charles Hotel, New Orleans, Louisiana.

November 23-26, 1952—PRSA Fifth Annual Conference, Hotel Statler, Washington, D. C.



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Listings in Professional Directory are limited to PRSA members.

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## Membership postings

(Continued from page 25)

Association of Foremen, 321 W. First St.,  
Dayton 2, Ohio. Sponsors: Gordon L.  
Gilmore and Allen Wagner.

Lawrence J. Smotherman, Dir. of PR, First  
Wisconsin National Bank, 743 N. Water  
St., Milwaukee 1, Wis. Sponsors: Kenneth  
W. Haagensen and Richard S. Falk.

Faustin J. Solon, Jr., V. P. of Adv. and  
PR, Glass Fibers, Inc., 1810 Madison Ave.,  
Toledo 2, Ohio. Sponsors: John H. Barker  
and Paul W. Kieser.

Douglas S. Steinberg, Dir. of PR, National  
Lumber Manufacturers Association, 1319  
18th St., N.W., Washington 6, D. C. Spon-  
sors: Allen Wagner and Walton Onslow.

A. Ranger Tyler, Dir., Bureau of Business  
Publicity, N. Y. State Dept. of Commerce,  
112 State St., Albany 7, N. Y. Sponsors:  
Foster Potter and Norman Gallman.

W. R. Walton, Dir. of PR, The Stude-  
baker Corp., South Bend 27, Ind. Spon-  
sors: F. K. Mullin and G. C. Reitingier.

Arthur E. Wright, Jr., President, Condor  
Films, Inc., 1006 Olive St., St. Louis 1,  
Mo. Sponsors: Thomas W. Parry and Dan  
J. Forrestal.

### Associate Membership

Robert H. Corregan, Dir. of PR, Pittsburgh  
Corning Corp., 307 Fourth Ave., Pitts-  
burgh 22, Pa. Sponsors: Guy Berghoff  
and William H. Collins.

Clyde D. Carder, Pennsylvania Railroad  
Co., 1617 Pennsylvania Blvd., Philadelphia  
4, Pa. Sponsors: Joseph W. Rice and Frank  
T. Richardson.

Lyman S. McKean, Dir. of PR, American  
Hospital Supply Corp., 2020 Ridge Ave.,  
Evanston, Ill. Sponsors: John J. Gerber  
and William Zalken.

Dudley B. Reed, Jr., Mgr. of PR, Bucyrus-  
Erie Co., P. O. Box 56, South Milwaukee,  
Wis. Sponsors: Richard S. Falk and  
Francis F. Gregory.

(Mrs.) Edna H. Ross, Exec. Sec'y, National  
Labor-Management Foundation, 101 E.  
Ontario St., Chicago 11, Ill. Sponsors:  
Homer I. Huntington and Samuel L. Austin.

Clarke H. Rowe, Ass't to the President,  
Ripon College, Ripon, Wis. Sponsors:  
K. W. Haagensen and Greta W. Murphy.

Don Underwood, V. P. and Washington  
Mgr., Bozell & Jacobs, Inc. (N. Y.), 702  
Kass Bldg., Washington 5, D. C. Sponsors:  
Donald D. Hoover and Nathan E. Jacobs.

Carl T. Weber, Exec. Sec'y, The Medical  
Society of the County of Monroe, 1441 East  
Ave., Rochester 10, N. Y. Sponsors: T. F.  
Robertson and Swayne P. Goodenough.

### Associate to Active

Matthew A. Bassity, L. Richard Guylay &  
Associates, 45 Rockefeller Pl., N. Y., N. Y.

Raymond Simon, Instructor in PR, Utica  
College of Syracuse Univ., Utica, N. Y.

William D. Staples, PR Dir., West Virginia  
Pulp and Paper Co., 230 Park Ave., New  
York 17, N. Y.

## PEOPLE

(●) indicates PRSA members

**Holland Estill ●** formerly of Reuel Estill & Company, New York, PR Counsel, has been appointed a member of the executive staff of the United Hospital Fund, New York, where he is responsible for campaign public relations and fund raising activities.

**Richard Fehr ●** since 1945 Director of PR of the New York advertising agency, Doherty, Clifford & Shenfield, Inc., has been elected a vice president.

**Erle B. Savage, Jr. ●** formerly PR Account Executive of Batten, Barton, Durstine & Osborn, Minneapolis, has joined The Addison Lewis Co., Minneapolis advertising agency, in an executive PR and advertising capacity.

**David R. George ●** formerly Publicity Director of The Long Island Rail Road Co., has been named Ass't to the Chairman, Long Island Transit Authority, New York.

**James W. Armsey ●** has been appointed Assistant to the Chancellor-Public Relations, New York University (402 Vanderbilt Hall, New York 3). Until recently he was Director of PR, Illinois Institute of Technology, Chicago.

Westheimer and Block, (Frank Block ●) St. Louis Advertising-Public Relations agency, has just issued a third edition of its *St. Louis Job Guide* as a special gratis service to those seeking employment in the greater St. Louis area in advertising, public relations, or the journalism field.

**John L. Mortimer ●** PRSA Southwestern Regional Vice President during 1951, has been named Director of Public Relations for the Southeastern District of the United States Steel Corporation, with offices at Birmingham, Alabama. The promotion will place Mortimer, who has been with U. S. Steel since 1943, in charge of an 11-state area, which includes his present regional responsibility for public relations in the southwestern district. He is a member of PRSA's Board of Directors. **Ernest D. LeMay ●** formerly PR Director, U. S. Steel Corp.'s Southeastern District, has retired.

**Ben Kaufman ●** has been named PR Director, Ajax Division, H. Kramer & Co., Philadelphia. He formerly headed

the PR program of the National Ass'n. of Waste Material Dealers, Inc., New York.

**Mrs. Jean F. Peterson** has joined the Chicago headquarters staff of The Philip Lesly Company (Philip Lesly ●), public relations firm, as an assistant account executive. Mrs. Peterson formerly was director of Public Relations for the National Automatic Merchandising Association.

Appointment of **Abbott Washburn ●** as Director of Organization of Citizens for Eisenhower was announced today by Arthur H. Vandenberg, Jr., chairman of the movement to mobilize the volunteer efforts of citizens throughout the country on behalf of General Eisenhower. Washburn will be responsible for coordinating the activities of Eisenhower clubs and committees throughout the nation. National headquarters of the movement is at 51 East 47th Street, New York City.

**C. W. Pettigrew ●** Manager, Industry Services, American Education Press, Columbus, Ohio, has been appointed Sales and Advertising Mgr., La Choy Food Products Co., Archbold, Ohio.

The PR firm of **Howard G. Mayer ●** and **Dale O'Brien ●** has announced appointment of **Norman Siegel ●** as Managing Director of the firm's West Coast office in Los Angeles.

### Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. (Complete addresses given in "Postings," February issue of the JOURNAL.)

#### Active Membership

Gibbs R. Allen	Roy W. Godley
Lee W. Baker	J. C. Haynes
H. DeWitt Barnett	Harold S. Hoover
Virginia R. Becker	Frank B. Koester
Howard H. Besuden	Quentin J. O'Sullivan
Charles F. Cole	Warren Phillips
William W. Cook	Nicholas Popa
William H. Corwin	Eugene F. Richner
Clarence J. Dover	Thomas A. Stratford
Robert G. Eagen	William W. Wadel
Clifford B. Fligg	Ralph J. Werner
William H. Gannett	Stephen R. Wilhelm

#### Associate Membership

Leo E. Brown	Robert M. Monahan
Charles N. Christiansen	Barbara C. Moore
C. S. Haagenen	John M. Rowan

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### Common and Preferred DIVIDEND NOTICE

Shreveport, La.  
February 4, 1952

The Board of Directors of the Company has declared regular quarterly dividends of 25 cents per share on the common stock and \$1.125 per share on the 4.5% convertible preferred stock of the company, both payable on March 1, 1952, to stockholders of record at the close of business February 8, 1952.

*Joseph G. ...*  
Secretary

**TEXAS EASTERN**  
*Transmission Corporation*

## THE HOPPER

### Conference demonstrates PRSA's importance

Enclosed are applications for membership in the Public Relations Society of America for four officers of Bozell & Jacobs, Inc. (N. Y.) . . . and one from the Omaha office. . . . I believe you will be interested to know that I am taking this action because of the excellent Chicago convention. That convention demonstrated conclusively the professional importance of the Society.

DONALD D. HOOVER

President  
Bozell & Jacobs, Inc.  
New York City

### Bulletin board information used

I was interested in the short article appearing on page 13 of the January 1952 issue of your magazine entitled, "Bulletin Boards Should Shout NOT Whisper." In the Army's Troop Information and Education Program a great deal of use is made of bulletin boards as a media for the dissemination of important notices to troops. We call these boards Information Centers and endeavor to keep them as attractive and interesting as we possibly can.

I am therefore writing to inquire if you would have any objection to our quoting this material in the weekly bulletin called the *Field Letter* which we publish in this office.

WILLIAM I. OLSEN

Troop Information Officer  
Headquarters Sixth Army  
Presidio of San Francisco, Cal.

### Information requested

Perhaps fellow Society members could channel on to me some much needed information.

We are now establishing here a large scale industrial medicine programme for the 6,000 employees in this plant. It comprises not only the usual first aid and preventive medicine, but plant safety, noise prevention, colour therapy, etc. etc.

As there is not a great deal of experience to draw on in this country both myself and our chief medical officer would much appreciate receiving

whatever brochures, etc., on the subject may be available to you.

G. KINGSFORD-SMITH

Public Relations Manager  
Ford Motor Company of Australia  
Geelong, Victoria  
Australia

(Can readers help this PRSA member?—Editor)

### Journal takes "beating"

We've had so much fun with your current February issue of the JOURNAL, especially identifying the editors on the cover (a wonderful idea we think), that it has taken a beating physically. The cover is gone; several pages are ripped out.

All this leads to a request for two more copies. . . . One will go into our office file—the other to my briefcase so that I can re-read periodically that article by Mr. Caldwell on ways to irritate business-paper editors.

ANDREW J. TOBIN

Editorial Service Director  
The Charles Brunelle Company  
Hartford, Conn.

### Civilian and "service" PR

With some six years of active PR work as Public Information Officer for the 82d Airborne Division and the Ryukyus Command, I find your publication extremely helpful. The impact of your organization is being felt in the service, and I personally believe it is helping to improve both civilian and service public relations.

MAURICE R. FOWLER

Major, Infantry  
Public Information officer  
Ryukyus Command, APO 331  
c/o Postmaster, San Francisco

### Enjoyed Fairman's speech

Thank you for sending me that very inspiring address by Milton Fairman. He can think and he can speak. I immensely enjoyed getting his ideas and his expressions. . . .

WILLIAM HARD

Roving Editor  
The Reader's Digest  
Pleasantville, New York

## CLASSIFIED ADVERTISING

When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. Rates: "Positions Wanted" 60c per line, 5-line minimum; "Help Wanted" \$1.00 per line, 5-line minimum. Payable in advance.

### Positions Wanted

**PRSA MEMBER**, seasoned executive, now employed by industrial firm, desires to relocate in Middle West. Present responsibilities include direction of PR, advertising, sales promotion and sales training, working closely with top management. Would like opportunities to discuss mutual possibilities with companies in that area on confidential basis. Box S-3.

**PUBLIC RELATIONS AGENCY ASSOCIATE**, three years well-rounded practical experience in business and industrial PR and graduate of public relations and journalism school of accredited university, would like challenging position with industrial concern. Experienced in PR analysis and consultation, PR program planning, publicity, trade feature articles, employee relations, house organs, community relations, speech writing, etc. Box B-3.

**PUBLIC RELATIONS**—with an eye to John Q. Solid background as account man for national concerns. Strong writer. Extensive contacts. Once settled, could bring in new business. \$6-8000. Box C-3.

### Help Wanted

#### PUBLIC RELATIONS DIRECTOR

Permanent position with mid-west food concern for man with industrial experience, college background and proven ability to handle all phases of public relations. Salary open. Full details first letter. Box M-3.

**SECRETARY (EXECUTIVE)**. For senior partner of rapidly growing financial public relations firm. \$75 take-home pay. Age 30-35. Must have Wall Street experience, with some training in economics and statistics. Must be A-1 in shorthand, typing and English. Must live in New York City. Give full details in first letter, including educational background. Box A-3

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# Where the Meat money goes...



Official government figures\* show that over the years people have put down on the counter for meat a remarkably constant percentage of the money they have to spend. The average for meat is around  $5\frac{1}{2}$  per cent of the total.

In the boom year of 1929 consumers spent, out of each dollar of spendable income,  $5\frac{1}{2}$  cents for meat. In the depression year of 1933

this figure was  $5\frac{4}{5}$  cents. In the prewar year of 1939 it was  $5\frac{3}{10}$  cents. In 1950, the latest year for which figures are available, it was  $5\frac{1}{2}$  cents.

During this time, of course, meat prices fluctuated widely . . . but well in tempo with changes in the level of general prosperity of the country.

## Do Meat Packers' Profits Influence Prices?

The answer is . . . *they do not*. Again, official government figures\* (plus a recent Dun and Bradstreet survey) show that out of the average  $5\frac{1}{2}$  cents spent at the store for meat, the retailer uses 1 cent to cover all overhead costs and a modest profit, and pays  $4\frac{1}{2}$  cents to the packer for meat.

Of this  $4\frac{1}{2}$  cents, the packer pays out  $3\frac{1}{2}$  cents for livestock,  $19/20$ ths of a cent for all of his costs of doing business . . . labor, freight, taxes and many other expenses . . . and earns

$1/20$ th of a cent as profit. This may be paid to investors for use of their money, or for improvements, or both. The figures include the value of by-products as well as meat.

The profit obtained by meat packers is so small that it has virtually no effect on the price of meat at retail.

As a matter of fact, if packers made no profit at all, consumers would be unable to see any difference in the cost of living—either in good times or bad.

\*U. S. Depts. of Commerce, Agriculture, and Labor.

## AMERICAN MEAT INSTITUTE

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# What Cotton's Customers Want



How does an industry know what its customers want?

The only sure, scientific way is to go to the customer, ask him, and then do something about it.

In 1940, cotton—through its central organization, the National Cotton Council—became the first major fiber to go direct to the customer to determine what qualities he expected when he purchased fiber or finished product.

During the past twelve years, cotton's market investigators have contacted literally hundreds of manufacturers of products ranging from apparel to laundry supplies and from luggage to industrial belting, plus additional hundreds of retail merchandise managers, to ask, "What do you want of cotton?"

The answers they received have led to research projects which have resulted in great forward strides for cotton in such important fields as crease-resistance, mildew- and rot-resistance, fire-resistance, and fiber strength, and which give promise of new advances in luster and in soil-resistance.

Through its efforts to determine and satisfy customer wants, cotton is providing the nation with an ever-mounting flow of better and more useful products for both civilian and military needs.

*These are facts we want the country's leading PR men to know about the country's leading fiber.*

—NATIONAL COTTON COUNCIL

**EVERY U. S. Fighting Man Uses Cotton EVERY DAY**

